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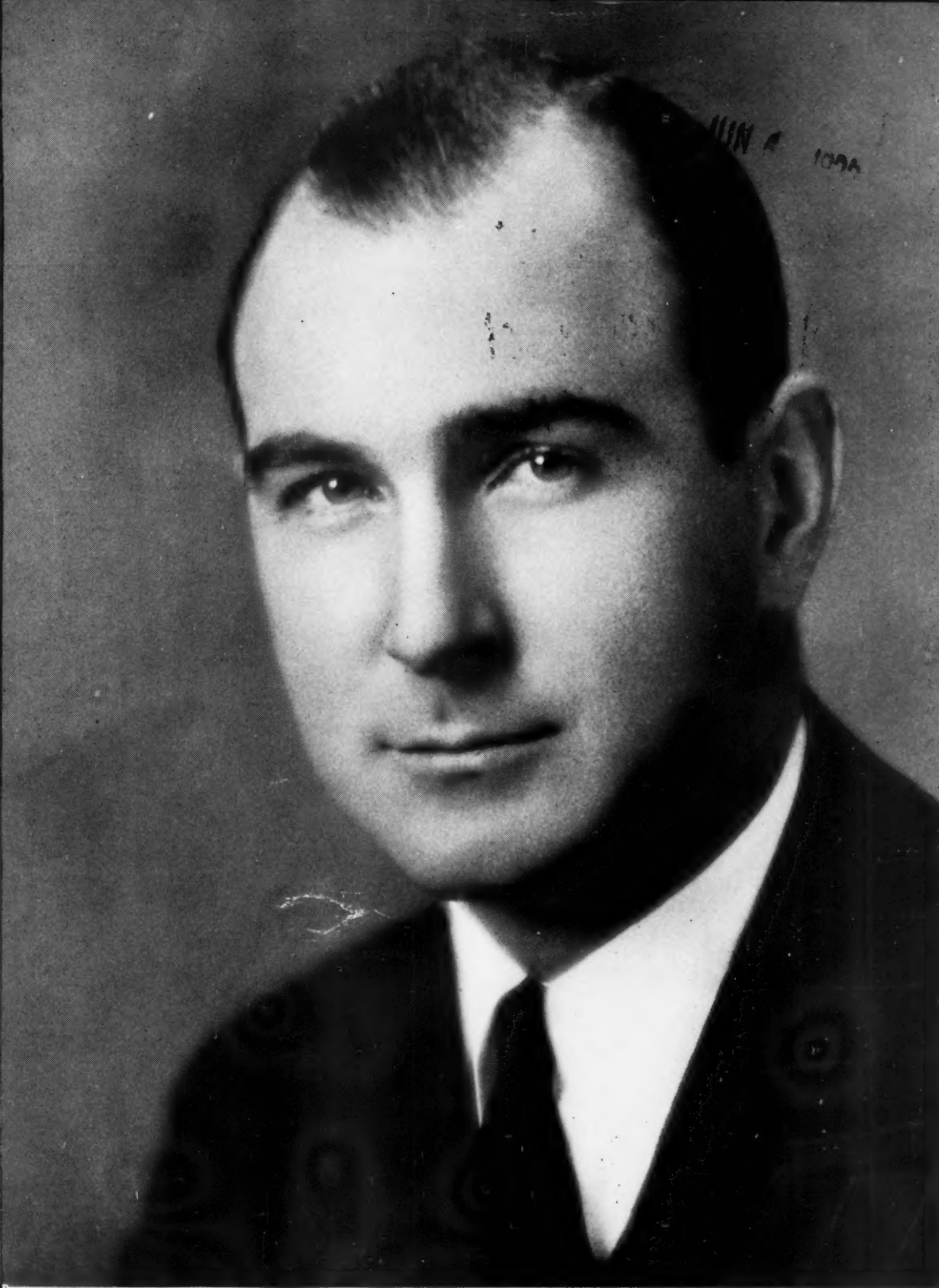
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# SALARY *management*

VENTY CENTS

June 1, 1932



L. R. Boulware, G. S. M., Syracuse Washing Machine Corp.—he doesn't believe in "cold" selling. (Page 229.)

**Humanizing Relations with Dealers and  
Jobbers.....Current Business Activity  
in Leading Cities.....Designing to Sell**

*Impressions  
of  
Oklahoma City  
by one who's  
never been  
there!*

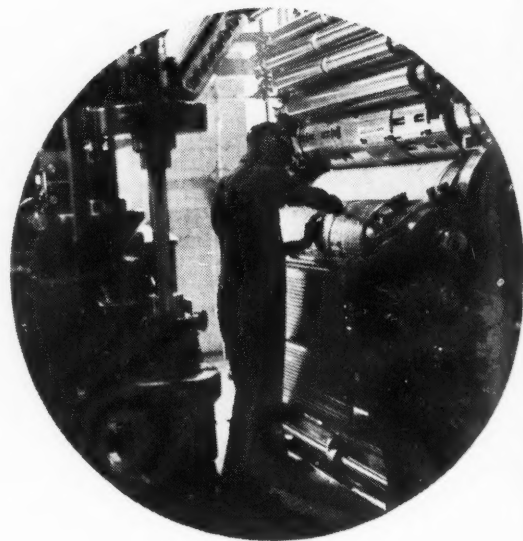


If you had peaked into the dingy print shop which was the Oklahoma Publishing Company thirty years ago, the scene cartooned above probably would have met your eyes.

Take a peak today, though! The finest newspaper plant in the Southwest—and few finer, more complete, more modern in America.

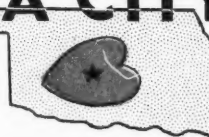
Through panics and prosperity, the quality of the Oklahoman and Times has been maintained. They have built a character prestige that cannot be reduced to cold figures. They have become the overwhelming choice of persons who demand well-edited, well-printed, metropolitan newspapers. Today they have 11% more circulation than all 22 dailies in Oklahoma City's trade area combined, including Oklahoma City's third paper, secured without benefit of contests, premiums or other forcing methods among subscribers.

The Oklahoman and Times are preferred, too, by advertisers who know the value of publishing their sales messages in mediums of character. They, alone, and at one low advertising cost, do a thorough selling job in the Oklahoma City Market.



## *The* **DAILY OKLAHOMAN OKLAHOMA CITY TIMES**

OKLAHOMA FARMER-STOCKMAN  
*E. Katz Special Agency*



RADIOPHONE W K Y  
*Representative*





## You're Welcome at the Front Door

**T**RY to introduce yourself with a sample case, and see how far you get. But put your product in *The Detroit News*, and your welcome will be assured!

Not only will your product be welcome at the front doors of Detroit homes, but it will also be welcome throughout the Detroit Trading Area. For *The Detroit News* is recognized everywhere as the great home paper of Detroit. *The Detroit News has the largest circulation in Michigan with over 75% of its city circulation actually home delivered. 71% of Detroit's homes of over \$3000 income take The News!*

# The Detroit News

THE HOME NEWSPAPER

New York Office  
I. A. KLEIN, Inc.

Chicago Office  
J. E. LUTZ

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in March and October, when it is published three times a month and dated the first, tenth and twentieth; copyrighted and published by Sales Management, Inc., 420 Lexington Ave., New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the Act of March 3, 1879. June 1, 1932. Vol. XXX, No. 7.

## MAYBE OMAHANS ARE INORDINATELY FOND OF THEIR

home newspaper—or else Omaha conditions have not been bad enough to compel them to get along without *The World-Herald* (remember, the Omaha territory has weathered the whole economic storm much better than any other business area!)

### ● Whichever the reason

—Omahans still buy daily enough *World-Heralds* to supply 95% of the number of families living in Omaha.

—80% of Omaha families still have *The World-Herald* delivered to their homes by carrier boy.

—*World-Herald* April paid circulation of 121,655 daily, 118,986 Sunday, was an increase of 2,633 daily, 2,351 Sunday over the January figures.

Such Circulation Stability  
Caused Advertisers  
to publish in  
*The World-Herald* in April

—Over 50% more local display advertising

—Over 100% more national advertising

—Over 100% more want advertising

—75% more total advertising

than in  
Omaha's second newspaper

## THE OMAHA WORLD-HERALD

National Representatives:

O'MARA & ORMSBEE, Inc.

# Survey of Surveys

BY WALTER MANN

## Retail Sales in Small Towns

Startling are the figures that are being coined from the 1930 Retail Census of Distribution. Every day something new crops up. Among the latest is a series of planograph sheets prepared by the *Household* magazine



Pirie MacDonald  
Walter Mann

showing in minute detail (by states and divisions) number of outlets, sales and percentages in small towns to total (by states and divisions) of such lines as food, drugs, filling stations and motor vehicle dealers. Figures have been compiled by Rene Pepin of *Household* Bureau of Research & Market Analysis.

Each of these state and division tabulations have a complementary map and chart, the former showing small town outlets, sales and average sales per outlet by divisions, and the latter illustrating with bar-graphs the comparative percentages of sales and outlets in small towns (by divisions) to total sales and outlets.

Imagine it! Over five billion retail food sales in small towns! Forty per cent of total U. S. retail food volume! Without this Retail Census of Distribution, would you have believed that ten years ago people in small town communities spent that much money for food? But here it is, and certainly these figures can't lie—they originate with the government with Pepin ready to stand behind the compilation.

In glancing over these figures it is also interesting to note that in some states and divisions the percentages of small town food sales to total food sales run much higher than the U. S. average of 40 per cent. This is particularly so throughout mid-western areas: for instance, North Dakota has 83 per cent; South Dakota 76 per cent, and Nebraska 62 per cent—total West North Central division has 54 per cent! In Arkansas the sales run as high as 80 per cent, and in Oklahoma 65 per cent. Idaho small towns take 89 per cent of the food sales and New Mexico 83 per cent. Where else could they go in New Mexico—Rene?

What about the fact that most of these states have very few cities over 10,000 population? This would naturally make, if there is any business done at all in small towns, a higher per cent, say we. Let's take a look at some of the eastern states. We find that the percentages of small town retail food sales still continue on a greater than 50 per cent trend. South Carolina has 74 per cent; Virginia 57 per cent; Maine 66 per cent and Vermont 81.

In contrast, New York shows only 16 per cent and Pennsylvania 35 per cent. Here, then, we have states that are so dominantly metropolitan that it would seem to be practically out of the question to imagine the percentages of small town

sales to total would be higher than in such city sales to the total. Yet this is the fact, nevertheless. How come? How come?

Moreover, the same general percentage of small town business seems to hold good in each of the lines mentioned. Space prohibits us from going into detail, though we could probably ramble on and completely fill another page with interesting comments on these figures. For instance, retail drug stores in small towns did over five hundred million dollars, or 31 per cent of U. S. retail drug volume. Retail filling stations did over eight hundred million dollars, or 46 per cent of U. S. filling station sales—and 64 per cent of total filling stations are in small towns! Retail motor vehicle establishments did over two billion in retail sales, or 34 per cent of total U. S. volume. East North Central states with 422 million, West North Central states with 397 million lead all other divisions in rank of business done in small towns, etc., etc.

If you want copies of these figures, S. O. S. feels sure that *Household* Magazine, 420 Lexington Avenue, New York City, will be glad to mail you a set, free.

## Recent Government Reports

*International Marketing of Surplus Wheat* (Department of Commerce, Trade Promotion Series No. 130) by George J. Carr, Foodstuffs Division, Department of Commerce, 28 pages, 5 cents. Contains charts and figures on world wheat production, "world wheat monthly seasonal calendar," data on freight rates on wheat for export, on international movement of surplus wheat and wheat flour, etc., etc. And a running story that accompanies the tables. Superintendent of Documents, Washington, D. C.

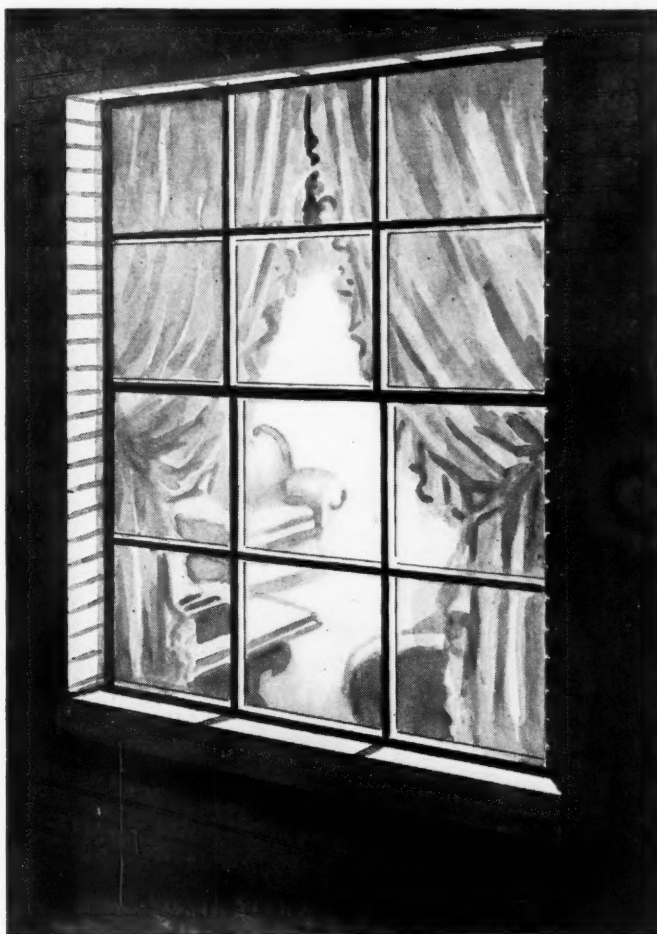
*Agricultural Implement Market of France and the French Colonies*. (Department of Commerce Trade Information Bulletin No. 794), 35 pages, 10 cents. By Thomas Butts, Attache of Trade Commission at Paris. Containing such information as the area, production and yield per area of French Crops since 1909, the area under cultivation, etc.; also types of agricultural implements used in France, sales channels, distributing centers, fairs and expositions, etc. Superintendent of Documents, Washington, D. C.

*Knitted Outerwear Machinery in New York City*. (Department of Commerce, Domestic Commerce Series No. 58). The third of a series of reports made at the request of the National Knitted Outerwear Association with a view toward improvements in the industry. 32 pages, 5 cents.

*The Motion Picture Industry in Continental Europe in 1931*. Department of Commerce Trade Information Bulletin No. 797. Data on Austria, Belgium, Bulgaria, Czechoslovakia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Italy, Lithuania, Netherlands, Norway, Poland, Portugal, Rumania, Spain, Sweden, Switzerland, Turkey, Yugoslavia. 75 pages, 10 cents.



# BRIGHTEST along CITY STREETS



Lights burn more brightly than ever, meters turn faster, as the use of electrical devices steadily increases. Days of household drudgery are changed into kilowatt-hours of leisure. Every year, people use more and more electricity.

Good business or bad, people still spend \$2,000,000,000 for current; pay \$200,000,000 for refrigerators; \$400,000,000 for other appliances . . . *that's business.*

Business has not died; only its nature has changed . . . and those concerns whose selling methods have altered with it, have profited accordingly.

In 1931 there were 250,000 *new cus-*

*tomers* for electricity . . . the average household rose from 550 kilowatts to 580 kilowatts.

Nearly a million refrigerators were sold. \$62,000,000 was paid for clocks and flashlights and vacuum cleaners.

And *most* of this business is done in *cities* . . . because that is where *most* people live and still have *most* money. Over half of our population, found in dense markets of 100,000, or more, have not suffered the 70% drop of rural incomes.

It seems sound common sense to concentrate *selling* upon these dense city markets that *are able* to buy and where

fighting newspapers will lend their powerful backing.

The Boone Organization represents 21 of the Hearst newspapers of this type. They cover eleven dense markets of 25,500,000. They have been helpful in many recent sales successes.

A manufacturer of electric washing-machines secured 5,000 new prospects in a market said to be oversold. A distributor of vacuum cleaners sold 100 new dealers. A new and unknown maker of electric clocks sold his entire output in one month.

The Boone man will gladly explain the store-door pressure that helped in making these and many similar records.

CALL THE



BOONE MAN

— REPRESENTING —

DAILY		SUNDAY		
New York Journal	Boston American	Atlanta Georgian	Boston Advertiser	Rochester American
Albany Times-Union	Baltimore News	Chicago American	Albany Times-Union	Detroit Times
Syracuse Journal	Washington Times-Herald	Detroit Times	Syracuse American	Omaha Bee-News
Rochester Journal		Omaha Bee-News		Baltimore American
				Washington Herald
				Atlanta American

RODNEY E. BOONE ORGANIZATION

A UNIT OF

HEARST ADVERTISING SERVICE

NEW YORK . CHICAGO . BOSTON . DETROIT . ROCHESTER . PHILADELPHIA . CLEVELAND . SAN FRANCISCO . ATLANTA



## 'Trudie's channel swim win gave the lead for this winning campaign—

Six years ago this August, when Gertrude Ederle's feat was good news, we capitalized her achievement to the profit of a new client—the second largest distributor in his field in this country. His sales were largely to women.

Since we had produced numerous successful campaigns where women were induced to loosen the purse-strings, we were convinced his business held no unsurmountable problems for us.

Our terms appeared more than he expected to pay for expert service. But, these terms proposed to give him all the advantages of sales, advertising, merchandising management applied to his selling problems. Several thousand miles separated us. However, for years we have succeeded in producing campaigns which have sold by printed word merchandise of varied character regardless of the distance separating distributors and manufacturers from their customers.

For this client our terms of compensation were based on the estimated time and effort we would put forth in rendering profitable service.

Then Gertrude Ederle made her channel swim. It was first-page news. News reels featured the achievement. Magazines played her up. She went on a vaudeville tour. Certain features of this new client's efforts at that time made it good selling strategy to tie in 'Trudie's feat with his attempt to attain a specific sales objective. Each year this client faces at the same period this objective. To attain it means greatly enhanced profits. Never before had he fully realized this selling goal. Always there had been a falling short. Sometimes greater than others.

Our first selling help was copy designed as a flying wedge to batter down sales resistance. It had six short weeks in which to demonstrate its merit. A month and a half from the time the copy first went into

action our client's objective would either be realized or—

A week after the dead-line date, our client wrote us

"Of course, you want to know how we came out. Got more than we needed, with more orders coming in every day from your copy. I honestly believe this copy was the greatest help in securing my quota. *Mighty glad I signed that contract.*"

During the six years which have followed we have continued to serve this client. Copy, selling plans, ideas, helpful counsel have been included in our contribution to his success.

For this client, as often for other clients, the very character of our copy and the novel and unique turns we seek to give in the development of sales plans and campaigns constitute in themselves the fullest protection against competitors attempting to utilize that for which our clients pay us to produce for their use.

Only twice in six years (once when on his honeymoon) have we personally been privileged to meet this client. All other contacts have been by correspondence.

For three years now, this same client has used profitably the most unique sales accelerator in his field of merchandising. Yet, never satisfied with past performance, we have only recently submitted a substitute booster plan which we believe will overshadow in sales traceable to its use all other plans suggested by us and used by this client. Other clients, selling to men as well as to women, have utilized successfully for 35 years our services.

On larger campaigns we have selected the merchandise, produced the plans, and written the copy which for single clients has produced sales of millions of dollars annually.

We are equally interested in businesses modest in size, but which possess the vital elements of growth. Recently, two partners brought their sales and advertising problems to us. Their sales now average only a few hundred dollars monthly. Our ad-

vertising program for them, scaled of course to very modest proportions, has met their enthusiastic reception. It, too, is so novel in its conception that competitors in their territory, were they to copy it, would immediately be classed by the public as imitators. Several businesses—small, large, or the leaders in their fields of endeavor—we are prepared to also serve now, by contributing valuable sales copy, plans, complete campaigns, devised to produce sales profitably under conditions which some choose to classify as adverse.

Our services include complete preparation of copy, sales letters, catalogs, house organs, as well as newspaper, magazine and trade-paper advertising. The placing of publication advertising, creation of art work, supervision of printing are also included. In reality, we become the sales and advertising management for our clients, and to just the degree they desire, we function on their behalf.

Never have depression periods daunted us. Always such off-business periods have only served to summon forth our reserves. So much so that in such periods we have been privileged to develop for clients certain of their most successful campaigns.

Without obligation on your part, to retain our services we now invite you to discuss frankly with us your present sales, advertising, merchandising problems. Please write us fully and quite frankly and in as much detail as may be necessary to give us a fairly complete picture of what you are now doing and the direction you wish to head for the future.

This frank discussion between us may result in greatly increased sales and profits. Unless we sincerely believe we can make a genuinely helpful contribution to your present and future progress, we will not encourage you to retain our services.

NOTE: This is the first of a series of twelve full-page discussions of our service to run in SALES MANAGEMENT at intervals of four weeks during the coming year. Each issue carries, as for nine years, our announcement on the page next to back cover.

### James C. Johnson, and Associate Counsellors

For 10 Years Sales Promotion Manager, Larkin Co., Inc.

119 Woodbridge Ave., Buffalo, New York



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Published by Sales Management, Inc.,  
420 Lexington Avenue, New York.  
Telephone: Mohawk 4-1760. Chicago,  
333 North Michigan Avenue. Tele-  
phone: State 1266. Santa Barbara,  
California, 29 East De La Guerra  
Street. Subscription price, \$4.00 a year,  
including Markets and Media Refer-  
ence Supplements; Canada, \$6.50.

# SALES *management*

Vol. XXX. No. 7

June 1, 1932

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# ★ W I S E ★

Wise advertisers create Sales rather than atmosphere. Nickels count more than a niche in the Hall of Fame and a profit feels better than a pat on the back.



Why try to sell an electric washer to an unwired house or an automobile to a family that can't buy milk for the baby. Selling must be done without waste circulation.



Then concentrate your advertising via radio---more important write to WJR and let us tell you how your message can be directed within the home to millions of middle west families where potential sales are greatest.



*Send for information about the  
area WJR serves*

G. A. RICHARDS  
President  
LEO FITZPATRICK  
Gen. Manager

CENTER OF  
THE DIAL



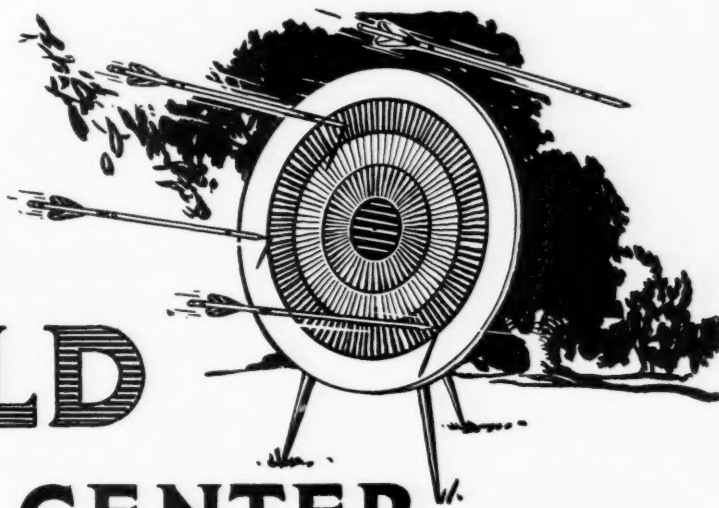
The Golden Tower  
of the Fisher Bldg.  
DETROIT

## WJR

10,000  
WATTS

ONLY EXCLUSIVE CLEARED  
CHANNEL IN MICHIGAN  
N. B. C. BLUE NET WORK





# -but the **GOLD** is in the **CENTER**

**S**INCE the days of Robin Hood and his merrie men, the archer's target has been known by its concentric rings of white, of black, of blue, and red. Each has its meaning; each some value.—But "the GOLD" is always in the center.

Long-range and hawk-like vision it took to sink an arrow in that small bull's-eye. The bending bow was far away. But, for the marksman, there in the center for his reward, ever beckoned the pot of gold.

\* \* \* \* \*

No accident ever decreed that the center be the spot of gold.—Where else could you rightly put it? And where else, in modern business analogy, save in the center of the country, the center of markets, population, transportation and raw materials, could conceivably be the ideal location for manufacturing and distribution? Where else could truly be your pot of gold?

In these trying times many a business is temporarily in the red. Some men can only see the blue.

Some, indeed, are far off the target. But to the clear-visioned, the keen and far-sighted, the supreme value of the golden center can scarcely be overlooked at any time.

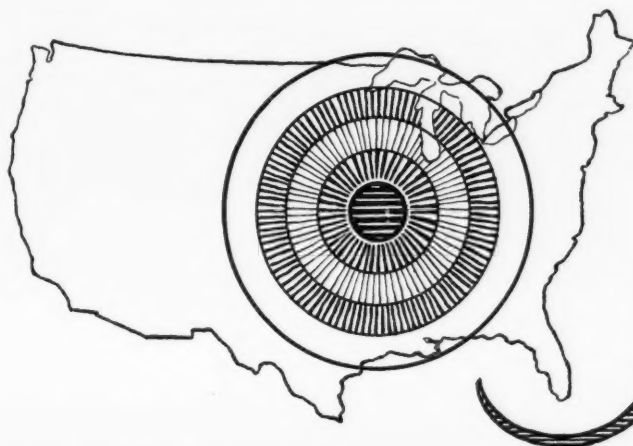
These questions recur:—"Where, really, *is* the center of my business target? Is it where my goods would cost me less to make? Where growing markets surround? Where distances from source to consumer are least? Where raw materials abound? Where transportation is quick and cheap? Where national activity is surely tending? Where so many advantages concentrate in a single spot of gold?"

\* \* \* \* \*

St. Louis, key spot for American distribution, offers above all else the unanswerable advantage of national centrality. What that might mean to your business is for you to say. But are you prepared to say? Have you ever assembled and considered the facts?

Let this responsible civic body present them to you.

The **INDUSTRIAL BUREAU** of the  
**INDUSTRIAL CLUB** of ST. LOUIS  
507 Locust Street • St. Louis, Missouri



# St. Louis

# Sales Letters

BY MAXWELL DROKE

## Renaissance of Simplicity

Add to the blessings of a business depression the fact that it tends, in the fullness of time, to bring about a new and sorely needed perspective.

A period of prosperity is always a period of reckless exaggeration. Each purveyor of merchandise is impelled to outdo his neighbor in the extravagance of his claims.



Maxwell Droke

Superlative is piled on top of hyperbole, and the whole concoction sprinkled with a frosting of agile adjectives. Then come hard times. And for a while things are even worse. Harassed merchandisers endeavor to carry over the technique of prosperous days. They exaggerate their exaggerations. And philosophers are saddened at the spectacle of a world

gone goofy.

But as the depression deepens, as we descend to lower economic levels, it becomes increasingly evident that there is something wrong with our merchandising methods. That something is the fact that they no longer work. Ballyhoo isn't bringing home the bacon.

And so I arise, at this point, to prophesy a great national renaissance of simplicity and sincerity. Already I am cheered to observe some evidences of the revival, in letters and mailings that cross my desk. Soon, I hope, the tendency will be increasingly obvious. This is a time to tone down advertising, and thus tone up profits.

## Word Broken—Honor Intact

James L. Sowers, vice-president of Parker Advertising, Dayton, has a neatly lettered placard above his desk, "I love to tell the story." . . . It is his theme song. "When in doubt," says Jim, "tell the real story."

Some month ago Mr. Sowers prepared a series of three broadsides for his client, Roselawn Poultry Farm, based upon a special offer of baby chicks at a discount of 25 per cent from regular prices. The offer was to expire on January 31, and the copy naturally emphasized this feature. With the last mailing, however, letters began coming in, saying, in effect, "We are unable to take advantage of your Special Offer right now; can't you extend the time for a few weeks?"

"What are you going to do about it?" asked Agent Sowers.

"What *can* I do?" responded Client Tibbals. "I said the offer would expire on January 31, and I can't break my word."

Agent Sowers reflected; recalled his "tell the story" theme. "Oh, yes you can!" he declared, "and what's more you are going to do it without loss of prestige."

So another broadside was prepared, bear-

ing on its face the frank statement, "For the first time in my life I have broken my word. . . ." On an inside page was a reproduction of the previous mailing, emphasizing the expiration date of January 31. There were reproductions, also, of letters from prospective customers, asking for an extension. And a simple statement from the proprietor himself as to why the extension had been granted:

"I said 'No' at first. I had stated that the offer would end on January 31, and I wanted to keep my word. But friends and business counselors showed me that while Roselawn was prospering and way ahead of last year, poultrymen and farmers needed every bit of help possible at this time to promote prosperity throughout the land. I knew this was true, of course, and their friendly advice aided me quickly to decide to again offer the 25 per cent Special Discount on Roselawn Baby Chicks and Hatching Eggs on all orders mailed from March 7 to March 31."

So the mailing went out—and the orders came in! This fourth broadside, designed to bring in a few stragglers, after the cream of the business had supposedly been booked, sold more than 100,000 baby chicks—almost as many as the best previous mailing, at the height of the season.

We, too, love to tell the story, Jim, because we know it's true!

## Golden Plus Values

N. J. Newman, of Mock, Judson, Voehringer Company, hosiery manufacturers, sends me an interesting and timely letter to prospects:

"With business hard to get, and sales, perhaps, running behind the corresponding period in past years, isn't this the opportune time to tie up with a hosiery line that offers you, besides good, honest merchandise, a type of unselfish, thorough service which will amaze you, and, if the experience of other merchants is any indication, will work a tremendous improvement in your business?"

"Shouldn't you, bearing in mind present conditions, prefer to buy a line that will bring you sincere help—ideas, plans, suggestions—outside thinking to bear on your problems? Don't you need the cooperation of a manufacturer who will show real interest in your problems—and who will think with you, and of you?"

"Business is partly horse-power, partly man-power. In our business the horse-power, our plants and machinery, is backed by a man-power that knows how to make good stockings, and how to help the dealer sell them. That man-power is at your disposal, not only for the good of your business in general, but for the further rebuilding of your good name in your community."

"Just sign the enclosed card and mail it to us—and we'll tell you the whole story. You're not obligated a cent's worth. All you will spend is thirty minutes of your time in listening to some business-building ideas which you will find truly worth while."

## Friendliness Well Restrained

Another of Mr. Newman's letters also impresses me favorably. This one goes to prospects on whom a salesman has called, without gaining an order:

"A few days ago Mr. Hummel called on you—a visit he pays you regularly as he goes through his territory serving his customers. Though he did not sell you any of our merchandise, he reported 'progress.' That's fine."

"It brings to mind an experience of my own, in calling on a merchant with Mr. K., one of our salesmen, a short time ago. While Mr. K. was busy checking the stock and writing a 'fill-in' order (just a part of the service), I sat with the merchant in his office, discussing matters of general interest, when he said to me, 'I like and admire Mr. K. He called on me at least a dozen times, and very often I was downright discouraging. But he kept on calling . . . smiling . . . somehow radiating optimism and confidence that he had the goods I wanted. Finally, I bought one number, and since I've added . . .'"

"This merchant certainly did recognize the Mojud spirit. Always smiling, always optimistic, always ready to serve . . . confident that we have something merchants can use."

"Three things, in fact—good merchandise, good service, and truly unselfish co-operation."

"You are a prospect now. You will be a customer in time. We'll 'dress up' for you then, as we do now."

## A Business Opportunist

In Vancouver, B. C., some months ago, there was a daring daylight messenger holdup. Bandits got away with upwards of \$1,500. To casual readers it was just another pay-roll robbery. But to Walter F. Loomis, proprietor of Loomis Armoured Car Service, it was Opportunity. He promptly purchased extra copies of the newspaper carrying the story, clipped the item, and attached it to a timely letter, bidding for business. It is, indeed, an ill wind that doesn't stir up sales for somebody.

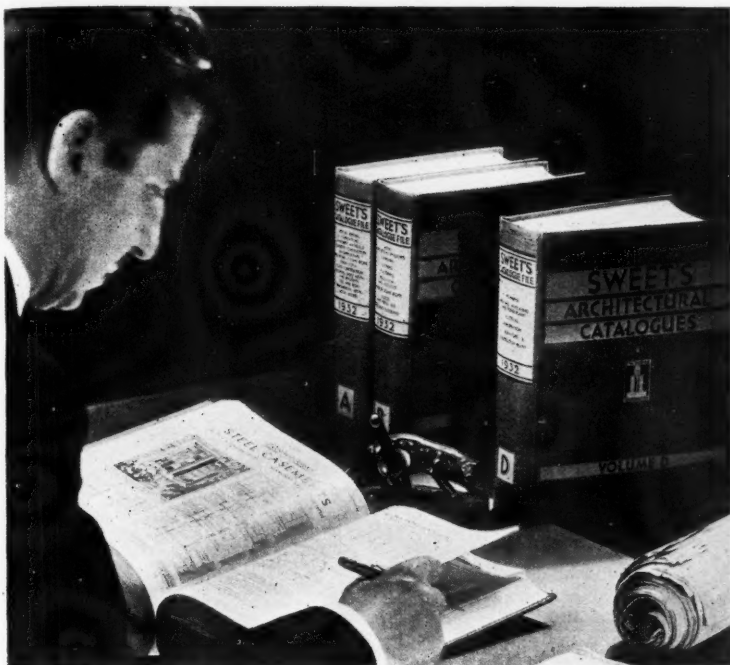
## All the Facts, Please

It is heartening to observe an increasing interest in effective business letters. Not for months has this department been so inundated with specimen letters, and requests for criticism. But we're glad to get 'em, always. Just one suggestion, however: In writing, will you please be sure to give us *all* the essential information? Tell us exactly what the letter was designed to accomplish—the action desired—and, if the message has been mailed, the reaction developed. If there are enclosures, attach samples, or describe their nature. Only when we have all of the evidence before us can we judge the mailing as a unit.

Remember, this is *your* department. Keep the letters coming!



# You can sell this man on quality!



OF all factors in the building market the architect is the one whose responsibility, experience and training make him responsive to well presented factual data on your products. Price, to him, is only one of many considerations. His predisposition to quality suggests an effective way to stop the deadening effect of price cutting. Start now to lay the foundation for profitable selling in the building market by strengthening in every way your sales approach to the architect.

Make sure that complete, organized working information on your products is always accessible to the architect, especially when selections are being made and when specifications are being written. The architect must select, specify or approve hundreds of items for every building he designs. After all the preliminary selling, the manufacturer's catalogue remains (or should remain) as the architect's chief information source to guide him in his final selection.

Know definitely that your catalogue will stay on the job by filing it in Sweet's Architectural Catalogues—the one catalogue file he constantly uses.

Sweet's offers a complete catalogue service including:

**Catalogue preparation** by professional architectural and engineering consultants experienced in the handling of manufacturers' advertising, catalogue and sales problems, and, under their direction, a technical copy and layout staff.

**Catalogue printing** for filing in Sweet's—also individually bound preprints or reprints for salesmen, branch offices, etc. Color printing and all necessary auxiliary services.

**Catalogue filing in advance** of distribution—the only method which insures catalogues being kept and used by every recipient.

**Catalogue distribution after filing** to the offices of practicing architects and engineers and to the larger general building contractors.

*A good catalogue, constantly on the job, is essential to profitable selling in the building field in good times or bad. Before you plan or print your new catalogue, investigate the advantages of the Sweet's plan. Ask any practicing architect about it. Ask us how it can be employed now to take care of your immediate needs and how it will enable your catalogue to make a far greater contribution to profitable selling.*



## SWEET'S CATALOGUE SERVICE

Division of F. W. Dodge Corporation

119 WEST 40th STREET, NEW YORK, and principal cities



## SALES INCREASED 30%

### *in these Dealer Tests of Consumer Influence*

**R**ECENTLY 684 stores\* completed a difficult test of the selling power of Good Housekeeping—of the *buying confidence* women have in its guaranteed advertising pages.

One week these stores featured a group of well known products advertised in Good Housekeeping, displaying them as advantageously as they could to attract attention and make sales.

The next week, the *same* products were kept on display in the *same* place—but to the display was added the Good Housekeeping poster shown in the typical display above.

A careful record of sales was kept for each week.

The results reported by these dealers showed a sales increase of 30.9% during the SECOND week—when the Good Housekeeping poster was used.

This was the average gain for all 684 stores, including those which reported no gains. Some stores increased sales as much as 50% and 60%.



No national advertiser can ignore the findings of these tests. They are concrete proof that more goods can be sold today if advertised and merchandised under Good Housekeeping's guaranty.

\*115 Department Stores,  
112 Drug, 70 Electrical,  
124 Grocery, 263 Hard-  
ware Stores

A published report of the dealer tests is now being distributed among advertisers and advertising agencies. If you have not received a copy, write for it and it will be delivered by a Good Housekeeping representative in person.

# GOOD HOUSEKEEPING

*Everywoman's Magazine*

NEW YORK

BOSTON

SAN FRANCISCO

CHICAGO

DETROIT



# Significant Trends

As seen by the editors of *Sales Management* for the fortnight ending June 1, 1932:

• • • The "turn" still is somewhere in the future unless it is creeping on us so slowly as to be unrecognizable. There are, however, a number of definitely promising news items, surrounded though they be by "ifs." Grain prices have been more stabilized for a fortnight, and it is the grain markets, in other depression periods, from which have come the forces making for genuine recovery. Wheat, incidentally, along with oil, silver and coffee, is selling at a higher level than a year ago. Copper, on the other hand, sold this week at the lowest price on record.

• • • The machine tool industry is always one of the first to feel an upturn, and reports the past week from the Chicago district show an improvement in orders for the first time in five years.

• • • The farm implement business also is showing current improvement. Sears, Roebuck's farm implement plant is working both day and night shifts, and is running behind in filling orders for certain units.

• • • The better outlook in farming centers is confirmed by reports from the Spokane country. The District Manager of the J. C. Penney Company, with 35 stores in the district, stated this week that crop prospects afforded the best merchandising outlook for two years and that there has been a decided change for the better in the last thirty days in the attitude of farmers. The Winter wheat outlook in that district equals last year. The attendance ratio at Spokane's General Motors exposition was five times the average for the 55 cities, and the *Review-Chronicle's* automobile lineage gained 18 per cent the first four months, as against a 13 per cent loss in the 52 leading cities of the country.

• • • The *Business Week* has made a study on the location changes of old industries and the launching of new industrial concerns which indicates an unseasonable crop of new and chiefly small manufacturing enterprises at various points, making chiefly consumer goods. As an example, North Carolina, noted chiefly up to a few years ago as a cotton-growing state, attracted 28 manufacturers of food products last year, and it is likely that manufacturers who have been shipping their product into that state may find a dwindling market.

## Barometers

index did the same thing.

• • • The value of new construction for which permits were issued during April gained 26.7 per cent over March, a rise much greater than seasonal. Actual contracts let for new building in the first two weeks in May, as reported in the 37 states east of the Rockies by the F. W. Dodge Corporation, totaled 63 million dollars, as compared with 58 million for the first half of April.

• • • The steel industry is showing slight gains, generally credited to Ford operations, but neither electric power consumption nor railroad car loadings have improved during the fortnight, although the relative stability of

miscellaneous freight and l.c.l. loadings indicate that possibly bottom has been reached. During the week ending May 14 total loadings were the smallest since the depression began.

• • • Between March and April, of the 784 commodities on which the Bureau of Labor Statistics maintains index numbers of their wholesale prices, declines were registered in 271, increases in 79, and 434 remained unchanged.

• • • Business failures during April numbered 2,548, as against 2,593 in March and 2,152 a year ago. Liabilities involved were greater than in March but less than a year ago. Bradstreet's adjusted index of failures, 1928-1930 used as average, now stands at 135.

• • • Life insurance sales, after holding up bravely for most of the depression period, are now down 20 per cent from last year. Deposits in New York State savings banks took a real fall in April, the decline being the largest since November, 1929.

## Financial Skies

The level of business activity, as measured by bank debits currently is running about 40 per cent under the same time last year, and also 40 to 50 per cent below the average of the years 1926 to 1928.

• • • Professor Irving Fisher urged the Senate Banking Committee last week to pass the Goldsborough bill which directs the Federal Reserve Board to restore commodity prices. The indications are, he said, that there either will be a big upturn soon or further deflation, and that if the latter came there would be practically no bottom. "But," he said, "it may go up. If I made a bet I would bet that it would go up." He estimated that in three years' time the country's wealth has declined from 360 billion dollars to 180 billion.

• • • Broker's loans now are down to 400 million dollars—a decline of some 96 per cent from the 1929 high. . . . Between the banks selling securities pledged as collateral, the outlook for corporate profits, the Senate investigation of Stock Exchange practices, and the general scarcity of speculative money there is no likelihood of a big 1932 crop of lambs to be driven in for shearing.

• • • Watch the bond market as a cue to returning confidence. As government issues decline, industrials and rails will rise.

## Generalship

An analysis made by R. G. Dun & Company of the stockholders' lists of 409 companies shows that the number of stockholders has increased 41.5 per cent in two years. When General Foods planned to introduce Grape Nuts Flakes they wrote to their 55,000 stockholders and asked them to recommend retailers who should have the new cereal. Then when the salesmen went out they could tell the dealer that he had been recommended by a local citizen of standing.

(Continued on following page)

● ● ● The New York *Daily News* surveyed the tooth paste stocks of 1,400 independent retail druggists and found a great increase in private brands, due largely, it is said, to the fact that prices are cut so generally on the nationally advertised brands. . . . Chains have been leaders in the price cutting but now find the situation unbearable, and Charles Walgreen has drafted a price control bill which will be offered to Congress as a substitute for the Capper-Kelly bill. The Walgreen bill would permit the manufacturer to fix a minimum price for his merchandise.

● ● ● Studebaker has followed General Motors and Chrysler in consolidating certain of the sales activities of all its divisions under one head through the formation of the Studebaker-Pierce Arrow-Rockne Sales Corporation. The central division will, among other things, secure dealers for all three cars and assist dealers to make their operations more profitable.

● ● ● The son of Secretary of Commerce Lamont, who has been in Russia surveying the cattle industry, returns and makes a spirited plea for commercial recognition of the Soviet republic. "Russia is probably the world's greatest market, and we need a market. Her politics, religion and morals are none of our business." It is true, as he points out, that amid a hurricane of world defaults the Russian government as presently constituted has not defaulted on one obligation.

## Sales Curves

Plymouth sales for the first four months were 200 per cent ahead of the same period last year. . . . Current sales of all divisions of Chrysler are approximately double last year's percentage of the total registrations of the automobile industry.

● ● ● May registrations of new passenger cars in Wayne county, Michigan, the barometer county, are running about double those of April.

● ● ● Ford production of Eights has been stepped up to around 4,000 a day.

● ● ● Cigarette output in April declined 20.1 per cent from last year, and thus passes the last "depression-proof" industry.

● ● ● A. & P. for the four weeks ending April 30 had a decline in dollar volume of 14.89 per cent from last year, a decline in tonnage of 7.44 per cent.

● ● ● American Airways, Inc., had an 88.2 per cent increase in passenger traffic for the first four months of the year.

● ● ● Imports in April nearly equaled exports, the favorable balance being only 9 million dollars. Exports in the first quarter totaled 459 million dollars. The average from 1922 to 1926 was 1,068 million. The high in 1929 was 1,420 million.

● ● ● Both the American Radiator and Standard Sanitary Corporation and the International Telephone and Telegraph Company report that business of their companies declined less in Europe than here at home.

● ● ● According to reports compiled by S. W. Straus and Company, the 25 cities reporting the largest volume of building permits for the month of April show an increase of 27.7 per cent over March. Five of the cities showed gains over April, 1931; Austin, Grand Rapids, Sacramento, Rockford, Scranton. Six cities beat the record of April, 1930: the five cities mentioned above and New Orleans.

## Black and Red

During the first four months of the year American corporations paid out \$1,040,000,000 in dividends, a reduction of 26 per cent from last year. Disbursements this year are larger, however, than for any other first four months' period prior to 1929.

● ● ● The New York Central omitted its dividend for the first time since 1870. The New York *Herald Tribune* has for many years published daily stock market averages for 20 Dividend Paying Rails and 10 Non-Dividend Paying Rails. Recent dividend omissions have made it necessary for the paper to change to "20 Grade A" and "10 Grade B."

● ● ● Standard of New Jersey made a net profit last year of \$8,704,758. It paid taxes amounting to 25 million dollars, and various states collected another 35 million in gasoline taxes on its products. The annual report states that the company would like to retain the sums paid in taxes and let the Government have its net profits! The company does not blame the general depression for its sorry showing; it blames the oil industry for not consistently endeavoring to match supply with consumption. "Alfalfa Bill" stepped in and did that late in the year.

## Potpourri

Senator James E. Watson, on June 13, 1930, when the Senate was debating the Hawley-Smoot tariff bill, spoke as follows: "I here and now predict, and I ask my fellow senators to recall this prediction in the days to come, that if this bill is passed this nation will be on the upgrade financially, economically and commercially within thirty days and that within a year we shall have regained the peak of prosperity we lost last October." . . . How much more time would you like, Senator?

● ● ● The only rally the Wall Street men have seen in many months was staged on the pavement as a part of Jimmy Walker's beer parade.

● ● ● The suit brought by Coca-Cola against Pepsi-Cola, the latter having a 30-year trade name registration, is for alleged unfair competition through substitution. The decision will interest many manufacturers. The Loft chain of candy stores, involved in the suit and a number of counter suits, states in its advertising that no other Cola drink but Pepsi-Cola is served in its stores.

● ● ● American Airways, Inc., having perfected flying so that it is not much more hazardous than train travel, now is giving its passengers in the South and Southwest something to worry about by furnishing them with stock market and commodity prices.

# It Pays to Humanize Relations with Jobbers and Dealers

B Y L. R. BOULWARE,

*Associate Editor, Sales Management, and General Sales  
Manager, Syracuse Washing Machine Corporation  
Syracuse, New York*

No matter how sound our selling plan may be, no matter how meritorious our product, if dealers do not want to do business with us, we cannot progress. We sometimes forget that successful selling often is not accomplished so much on the basis of value and cold logic, as on the basis of sheer friendliness and good will. Every salesman, every clerk, every factory hand and every executive can help in creating and maintaining that intangible something which makes a business seem warm and human rather than frigid and utterly soulless.

A PROGRAM of public relations for the wholesaler and retailer is a program of bringing to bear those influences (quite beyond the direct presentation of the product and its price in selling and advertising) which create confidence in the ability and honesty of intent on the part of the manufacturer. Such a program is designed to humanize the product, the power behind it, the policies concerning it, and the company making it. It tends to make the dealer *want* to do business with us rather than merely to believe he *ought to*. He may know he ought to do business with us, but he just will not get around to it, or usually cannot be brought around to it until he has come to *want* to do business with us. He will feel this way only after we have made ourselves fit into his scheme of things beyond the mere considerations of logic.

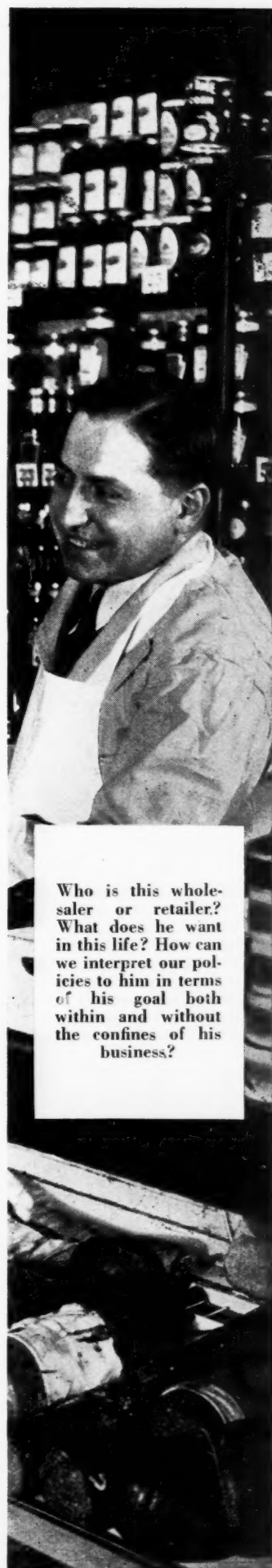
Who is this wholesaler or retailer? What does he want in this life? How can we interpret our product, our policies, our present and absent personnel to him in terms of his goal both within and

without the confines of his business?

First, he has interests in addition to those of the consumer in that he wants the product to give him *initial profit*; second, he wants quality that will insure his keeping the initial profit; third, he wants inherent drawing power that will create traffic on his floors or voluntary orders for him; fourth, he wants prestige that permits the assumption that all other items carried by him are as high-grade; fifth, he wants security in engaging in the product's promotion through assurance of stability in the company, ability to keep up with changing trends and demands of the public, and pleasant fair dealing.

Furthermore, the retailer has all the consumer's interest in the product itself—in its quality, its basic and extra functions, its beauty, its style; in short, he has an interest in all the material reasons why the customer will buy.

The dealer, too, assumes all the consumer's insistence on his prerogatives as a human being. When he comes in, hangs up his hat and coat, and sits down at his desk, be he owner or employee, he seldom becomes an impersonal ma-



Who is this wholesaler or retailer? What does he want in this life? How can we interpret our policies to him in terms of his goal both within and without the confines of his business?



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## Does your company sell through retailers? If so, this article will interest and help you.

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chine turning out impartial and impersonal decisions on the weight of the evidence as to the inherent worth of any proposition.

In chemistry an unstable solution is one that, with slight jar or change in temperature, will separate out into its component parts. The human being, when trying to make a cold decision as to value, all too often is an unstable compound ready to separate out at the slightest excuse into one part golfer, two parts trout fisherman, three parts bird dog fancier, four parts anti-prohibition crusader, ten parts jealous protector of his pride, prejudice, personal likes and dislikes, and only one-half of one part ability to concentrate his brains on the inherent factual or business reasons why he should or should not take a given course of action for the good of his own business or that of his employer.

This is the basic weakness with our governments and businesses—one and all, as citizens, we insist on electing back-slappers and baby-kissers, no matter how crooked, wasteful, or incapable as political economists they may have proved themselves to be. As owners or buyers we insist on involving our minds and our businesses in a fancied social intercourse with vendors or their agents whose products, propositions and morals may not be good but whose loud laugh at our sorriest effort at humor, and whose boundless love and enthusiasm for our most outrageously ill-mannered child lull us to lazy mental repose. But we run this old world, and if this is the way we want it, so will it be, and I am the last to want to change it. If everyone suddenly became reasonable, we would be sending out blueprints and data sheets and sworn statements of test and fact instead of sending out salesmen, and a lot of sales managers would be looking for jobs.

If you don't believe we continue unreasonable, just look at the statistics of the declining death rate in these times—for, in spite of depression, unemployment, worry, stock market losses, and the practical destruction of all material values and human incentives to live, we still refuse to die with anything like the reckless abandon we do in good times!

So, after we have a product of the

most lasting quality, of the greatest beauty, perfectly in step with the economic trends of the time, with basic and extra functions comparable to none, at a price representing the biggest possible value, backed with a plan that will make trade outlets a real profit and create good will, *only then are we ready to go to work.* We are ready then to get the trade to the point where they are willing to listen to us, then to the point where they want to believe us, and progressively, do believe us, act on what we have taught them, carry out the promotional program we recommend, and become impervious to unworthy representations of less-deserving franchises that are constantly being offered.

It is heart-breaking and tremendously expensive to leave this task to the salesmen, aided only by the story of quality, beauty and function of the product as expressed through consumer advertising, and assurances of profit and good will as expressed through trade advertising. Accordingly, all agencies economically possible must be brought together in a public relations program and placed in the hands of every department and every employee. These agencies and functions I should list as follows:

1. *The "trade effect" of the national advertising*—magazines, news-

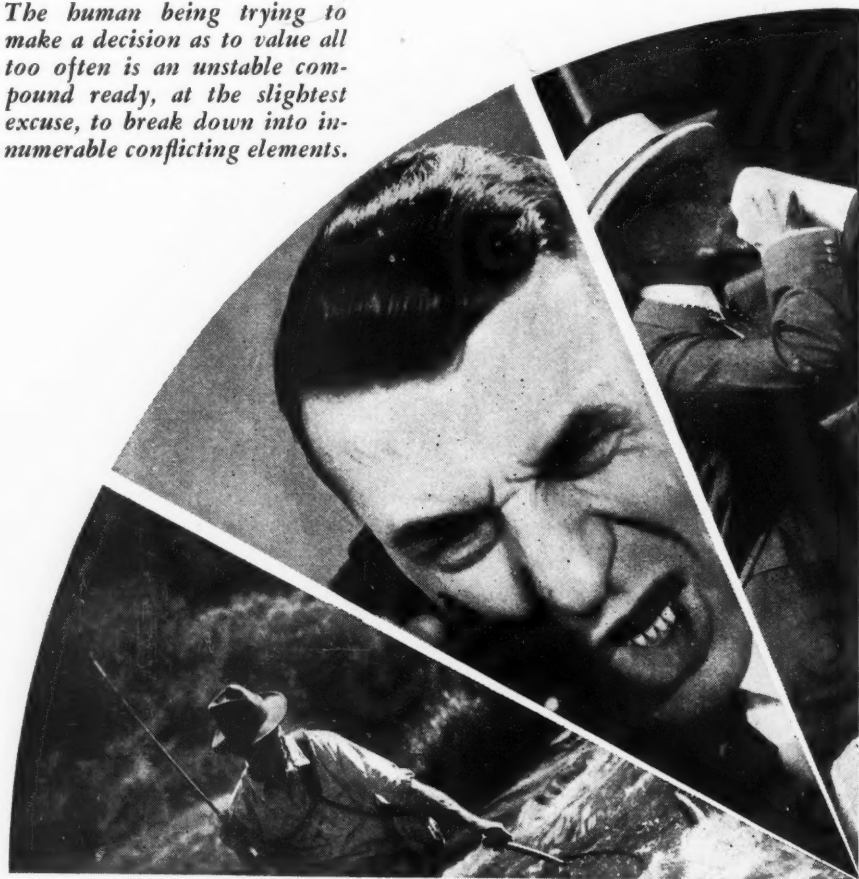
papers and radio—insofar as it gives assurance of stability, size, importance, prestige, and pride in representation.

2. *Trade paper advertising*, where the dealer gets news, interesting and accurate industry facts, sound merchandising counsel, and honest offers of help beyond that customarily to be expected.

3. *The salesman, himself*, and the entire field contact organization, who give before the order the promise of, and after the order the immediate realization of the creation of, a complete merchandising program, definitely adapted to the dealer's particular situation, and assistance in training those charged with carrying out the program. The need for courteous deference toward all with whom this field organization comes in contact is, of course, imperative.

4. *Contact from home office* or intermediate branch through general executives, sales executives and sales promotion, advertising, and service department personnel, either in person or by mail—the requirements being again courteous deference, real help and restraint. It is far better to compliment a poor ad or a bad floor display than to point out a better treatment of either before the dealer or his employe has got to the point where he *wants* to be told anything. Incidentally, let's check up to see who is

*The human being trying to make a decision as to value all too often is an unstable compound ready, at the slightest excuse, to break down into innumerable conflicting elements.*



writing letters to our customers. A letter on some trivial matter written by the most inexperienced clerk is still a letter from the company, and we have no right to ask the dealer to understand that he is but one of 5,000 and that the phraseology of this letter does not represent the true shade of sentiment of the board of directors. Consequently, an ill-advised letter lacking in deference or in appreciation, even though a purely routine matter from an underclerk, may justly cost the company in sales effort many hundreds of dollars in repairing the damage. Letters should be written by responsible executives, or else form letters should be used which have been composed with great care and which are used under rigid supervision.

5. *The financial department*, which does not merely collect the bills promptly, but which will develop the knack of making better business men of the dealers so far as the handling of the company's particular product is concerned.

6. *House organs, conventions and visits to the factory* which interpret the whole organization to the trade in terms of their genuine mutual partnership interest in the welfare of the trade outlets. These factors should supply accurate information and sound inspiration which will help the dealer to sell more goods, make more immediate profit, and build more soundly

for the future.

7. And most important of all—*leadership* of thought and act for the whole industry. If a company through an honest, competent market research can determine the functions, varieties and prices of products that can be sold to the good of the public, and if this research can find new potentially profitable markets the industry is not now reaching;

—If they are unselfishly going about educating this present potential new market through their current creative advertising, and if they will go to work diligently in the schools to prepare a future potential market through the honest education of use of the industry's product;

—If they can conduct a constant product research which will improve its functions, enhance its beauty, increase its convenience and render it simpler, more reliable and lower in cost;

—If they will then develop the best retail merchandising program embodying the most effective economic attack through each individual agency that may be used in putting goods profitably and enthusiastically in the hands of the public, and then, having proved the findings in these activities, if they will put that information in the hands of their industry in an unselfish immediate attempt—although a long-time selfish desire is, of course, obvious—to improve the service the products of the industry are rendering the public, to improve the money-making ability of the trade serving the

## The human equation in selling is too often neglected — Mr. Boulware talks about it here.

public on that product, and to improve the possibility of stability and profit for those other manufacturers in the industry who are also contributors, although minor ones;

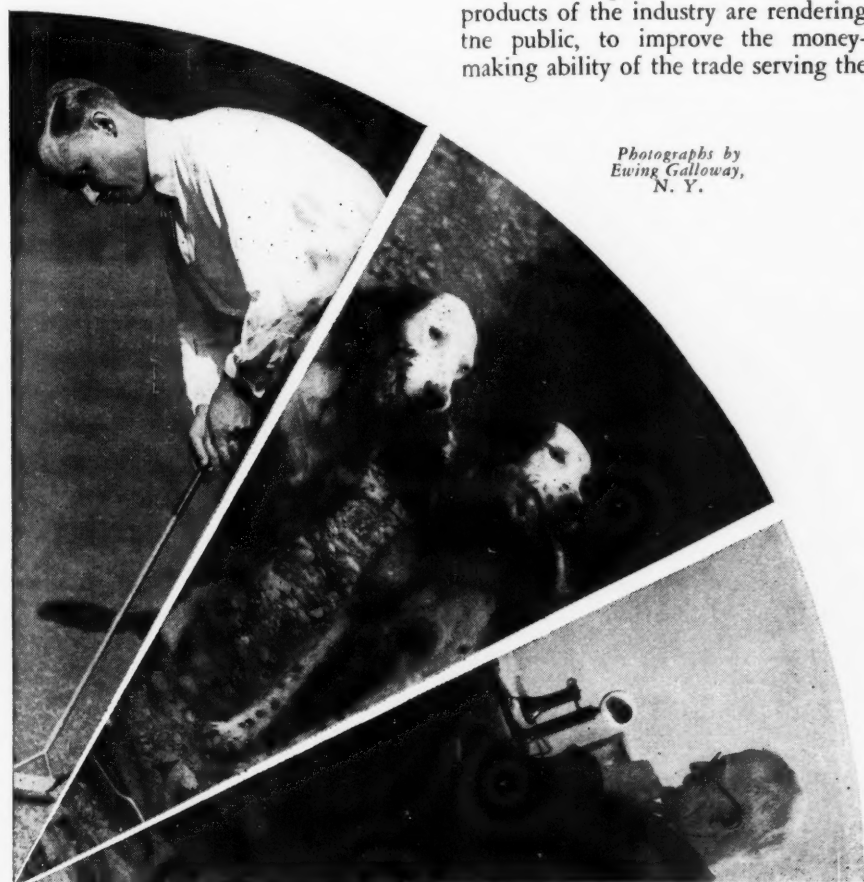
—That company will have developed a *leadership* in the industry that will be outstanding, that will be accepted by the trade, that will be enhanced in justly deserved trade paper editorials, that will reflect itself in the character and training and morale of the salesmen, and that will bring a constantly increasing effectiveness to the company's efforts, a constantly shorter period of resistance to each new product and each new program the company brings out, a lower selling expense, a more profitable operation for the company and the trade, and a bigger value to the consumer.

From a trade standpoint the greatest product of this leadership is the unquestioning acceptance, simultaneously throughout the country, of a new product or a new program and the going to work on it immediately with the confidence it will work.

Then, constantly running through all these influences, there must be the effort at the creation of an appreciation of genuine humility in the face of the patronage and trust of so many people and of the great opportunity these folk make possible for the company. They must *like* the leadership in act and thought, or the company will not lead long and will not get its just share of the return from the new things it creates and promotes for the good of all.

So, the final goal for all of us in business dealings is, of course, not only the gaining of the dealers' confidence and the creation of the conviction that we are the best folk to get goods from, but also that the buyer get to feel for us something of the customer's sentiment toward the French shopkeeper where merchandise is not merely exchanged for money but "the goods are a gift; the payment merely a reimbursement of expenses; and the custom of pressing a gratuity (our profit) into the shopkeeper's hand is a touching recognition that he is really giving you a piece of his heart with your parcel."\*

\*From "Who are These French?"



Photographs by  
Ewing Galloway,  
N. Y.



# What Princess Pat Has Learned about Selling to Women

BY LESTER B. COLBY

**P**RINCESS PAT is twenty-five years old. Princess Pat, Ltd., Chicago and London, is putting \$500,000 into her promotion pot this year to tell the world about her Silver Anniversary and the things she sells.

This largely increased appropriation, Princess Pat points out, comes at a time when many others are cutting drastically. It is the most money that Princess Pat, a leader in cosmetic advertising, has ever invested in a single year. It is her answer to the challenge of the times.

Red lips must be served.

The story of the origin of Princess Pat can be quickly told—

Once upon a time there were two students at the School of Pharmacy, Northwestern University. Frances P. Berry. M. Martin Gordon. They discovered the moon together. Then graduation. Then Martin paid \$300 down on a drug store; borrowed money. Then a vow was said.

In the back of their store they mixed cosmetics. These pleased. Packaging was done

with taste. Orders came. They called them Gordon Beauty Preparations. Demand spread. Nearby drug stores began to stock them. Then, one day, Mrs. Gordon packed a sales kit and went out to sell.

It was like casting a stone into a still pond. Little ripples of interest radiated from the Gordon store. More and more people wanted Gordon cosmetics. No great avalanche of orders;

just a steady and encouraging growth.

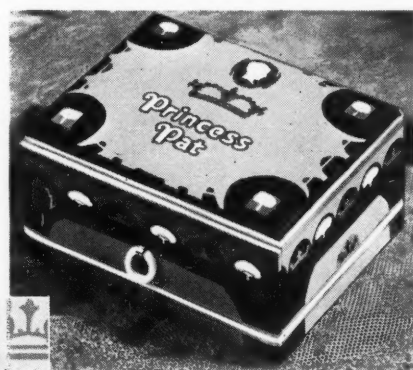
Finally something else came to pass; just happened. The "P" in Frances P. Gordon's name stood for Patricia. The famous Princess Pat was at her zenith. Her name was on many lips.

Martin Gordon, full partner in the cosmetic enterprise, in fun one day called his wife Princess Pat—

So an idea and a name.

Mrs. Gordon now, as on the day when she packed her sample kit and stepped out to nearby drug stores to sell, is the sales manager of the house; Mr. Gordon is more interested in production.

Even as her name evolved, so has her selling scheme developed into



are you powdered to  
**YOUR** satisfaction—



and HIS?

Four-color illustrations such as this, added to subtly persuasive copy, are appearing in a long list of national magazines as part of Princess Pat's 1932 merchandising plan.

Pioneers in the modern packaging of cosmetics, Princess Pat products flaunt containers of brilliant gold, scarlet and black. The family resemblance is carried throughout the line.

varied angles. Mrs. Gordon is now widely known as Patricia Gordon. If you listen in some day you may hear her on the radio. She is called "Beauty Editor of the Air." She talks regularly over WMAQ. She has a word contest going over WJJD, WBBM and numerous other stations.

Electrical reproductions of her voice are used in "spot broadcasts" over local stations throughout the United States and Canada. Translations into Spanish have been made for the lands to the south. The Princess Pat radio campaign is in its fourth year.

An intensive Silver Anniversary advertising campaign is being carried on in the national magazines for women, usually full pages—

*Ladies' Home Journal, Good Housekeeping, Pictorial Review, Harper's Bazaar, Vogue, True Story*, movie magazines, and others.

Newspapers are used extensively in local trade territory tie-ups. Make-up artists are appearing in local theatres giving demonstrations and lectures—advertised as special attractions. Two hundred demonstrators are busy in







Martin Gordon

Princess Pat, Ltd., is capitalizing the company's Silver Anniversary through a sales and advertising campaign which exceeds in scope and investment all preceding sales activities. How the firm has kept cosmetics in step with changing tastes and fashions forms an interesting chapter in drug product merchandising.



Patricia Gordon

principal department stores.

Elaborate window displays, available to all dealers, are a part of the picture. Princess Pat employs thousands of "silent salesmen." These are hand-somely colored, lithographed window and counter displays. Among those now ready for the Silver Anniversary drive for business are:

- 1—New rouge display showing eight shades; color harmony chart on back of rack with real merchandise.
- 2—Powder shade selector as guide to buyers.
- 3—Display rack showing dollar cream tin.
- 4—"Pilfer proof" double compact display.
- 5—"Profit-making" powder pencil rack.
- 6—Summer-tan make-up display for counter and window.
- 7—Rouge shade charts.
- 8—Powder shade charts.
- 9—Dealer advertising cut service.
- 10—Advertising counter cards.
- 11—Window trim material.
- 12—Elaborate brochure in rich colors containing important beauty secrets.

"Goods in Sight are Half Sold," is a Princess Pat slogan—perhaps not original, but always impressive.

National Advertising Records, New York, ranks leading cosmetic advertising in national magazines for 1931 as follows:

Coty, Inc., \$330,605; Princess Pat, \$231,865; Houbigant, \$221,096; Yardley's, \$213,600; Elizabeth Arden, \$203,575; Tangee, \$193,830; Harriet Hubbard Ayer, \$169,040; Ingram's Milkweed Cream, \$109,400. In the under-\$100,000 class come such names as Caron's perfumes, Djer-Kiss, Kiss-proof, Max Factor, Maybelline, Chermamy and Helena Rubenstein.

Princess Pat, in a black-on-silver Silver Anniversary sales portfolio, calls attention of dealers to the fact that she is a leader in this class of adver-

tising. "Blazing New Trails in 1932," she adds.

I asked Princess Pat to tell me something of the evolution in methods of selling womankind a desire for cosmetics in these twenty-five years from the little store and the beginning to this day. She smiled.

Old advertisements came out of her files; queer old bits of primitive selling art with pictures of professional-looking men on them; men with pestles, magnifying apparatus, white-coated like surgeons; plump and roundish women.

There was talk of scientific discoveries, rather heavy dialogue; announcements of "waterproof" rouges and lipstick; warnings to women not to use "purplish-red rouges." The illustrations—line drawings after the manner of the day.

Turn now to the new.

The men are gone. In all of them now are girls and women. They are slender, beautiful. Photographs, wash drawings, paintings. Good artists' names on the paintings. Pages in color. Rotogravures. Testimonials from famed motion picture stars. Magazine-cover ladies, cameo ladies, ladies whose skin you'd itch to touch. Blondes, brunettes, sleekly brilliantined. Dreamy ladies, ladies a little less than décolleté.

Princess Pat has a 36-page booklet for counter giving and direct mail. It might be called the prayer book of the lady-who-would-be-beautiful. Let me pluck from it some quick sentences—

"The wonders of her creamy, satin skin . . . the pristine purity of white where white should be . . . smoothness to shame the purest satin . . . expressive eyes are ever steeped in languorous shadow . . . add to this loveliness . . . the witchery of eyelashes exquisitely emphasized . . . as to the art of powdering, there is the deft way of the woman-who-knows

. . . soft lips in tones of luscious red . . . ah, there's a mouth for love . . . she does not fear her mirror."

Princess Pat snaps her fingers at the thought of one rouge doing milady now. Princess Pat gives her eight! There is a rouge for every gown. They must match. Listen—

"The new fashion in rouge! Do you know it? Always the correct shade to harmonize with your costume. With brilliant gowns . . . richly hued rouge. With costumes of soft color . . . rouge of corresponding subtlety."

Milady's hair? This—

"From root to tip each hair takes on a wondrous lustre, fairly glows with new beauty. Tresses glow—but softly."

And finally; intimate now—

"For body dusting . . . after the bath . . . to keep the body immaculate and irreproachably sweet . . . and so contrive the charm of a cloud of exquisite fragrance."

Perfumes—

"And such intriguingly subtle charm . . . a hint of the mysterious East . . . a delicately harmonized breath of the flower-clad hills of France . . . a suggestion of languorous summer nights . . . tempered freshness of the wafted fragrance of joyous spring."

A far flight from Godey's!

But then, selling red lips and satin skins is a different business than selling steel rails or pig lead.

"Packaging?" I queried.

"Styling packages has always been considered highly important by us. At the outset Princess Pat evolved a new and characteristic style. We launched beauty preparations in bravely blazoned red, gold, black and white containers. With these we invaded a world where cosmetic packages had hitherto been tinted only anæmic blues, pinks and lavenders.

(Continued on page 256)

# Mr. Pell Raises Wages, Reduces Working Hours, and Makes Money

BY S. LEWIS BREVIT

**R**ODMAN C. PELL, JR., of San Francisco, believes that now is the time to provide worker incentive and buying power. In the last year he has increased wages, reduced working hours, maintained his staff of thirty employes intact, and made money in the process. He has improved staff morale, and received favorable publicity. Prospects and customers of the Pelican Paper Company, which he controls, have "said it" not only with verbal flowers, but with orders.

"The increase in salaries has not been much," Mr. Pell told this magazine, "but the principle has had wonderful effects. A year ago, when salary cuts became epidemic, my people, already well paid, were given a 2 per cent increase. The effect in morale immediately was noticeable. I explained that it was up to them to make it possible for the firm not only to keep them all on the payroll, but to keep on making increases in pay. Our volume has held up well.

"We are a wholesale paper house. Our contacts with customers are threefold: through our salesmen, our delivering teamsters, our office force, either by 'phone calls received and sent or by personal visits of customers to the plant and office. Our theory was that an employe who not only knows he or she is not going to get fired, but is receiving an increase in pay, with

prospect of further increase, is going to reflect genuine optimism in contacts with customers."

The results, in fact, were so satisfactory that in January of 1932 Mr. Pell added another 1 per cent wage increase. Then came the announcement that, effective with May 1, an alternate five-day week would be tried out until the latter part of August:

"Effective with the first Saturday in May, half of all employes will be allowed to play while the other half works. The Saturday following, those who played over the previous week-end will work, giving the others a chance to play. This schedule will end on the last Saturday in August. It will in no way affect vacations, or salaries."

Mr. Pell explained that he stressed the "play" feature because he believes recreation an essential to good work.

"Some time ago," he continues, "we tried the straight five-day week, but found it impractical until the five-day week—if it ever comes—is general. The janitor on duty Saturdays had to function as telephone girl, salesman, complaint department and everything else. So we are now trying out this alternate five-day-week plan, instead."

To provide stimulation and relaxation, Mr. Pell has tea served to all employes between three and four in the afternoon. "Unless the office force is given a half-hour of rest and mild refreshment," he explained, "they cannot keep up to the highest point of efficiency to the



Salary Raiser Pell

end of the working day. We established the custom two years ago and found that errors were fewer and volume of work turned out more."

Mr. Pell estimated that some sixty orders had been received in three weeks directly as a result of the friendly attitude of the trade toward his concern, created by the publicity incident to his wage increases.

Few manufacturers these days can afford to raise wages, even as much as 3 per cent. Not many feel that they can afford to maintain wages at 1929 levels. But some of them can. And for these Mr. Pell's example might prove valuable. It would be more than a good publicity stunt. Today, when wages and other forms of income have been reduced farther than living costs, it appears to be the only way to retrieve markets. If the 200,000 other industrial establishments of the country, and the 1,500,000 stores, were to strive to maintain worker incomes, even in the face of temporary loss, it would be far better for them than to permit conditions to remain as they are. Unless this adjustment is made soon, all businesses will bust.

# An Inquiring Reporter's Memo to Ford, Chrysler & Chevrolet:

## Is Slipshod Salesmanship Discouraging Auto Buying?

**D**ESPITE the amount of sales helps available and the sales training activities of Ford, Chevrolet and Plymouth, their dealers' salesmen almost unanimously fail in using a planned approach, a recent field survey of SALES MANAGEMENT reveals. A more startling revelation from contacts with fifteen salesmen of "Big Three" dealers, such as the writer has recently made in New York City, Long Island and Connecticut, is the wide diversity of selling ability with no two salesmen telling a comparable sales story. This is particularly true in the case of Ford dealers, who still appear to be completely up in the air as to when they will get deliveries.

"Shopping" calls that ranged all the way from the big Automobile Row salesrooms on Broadway in New York City to small "hole in the wall" dealers in Connecticut and New Jersey, from interviews with dealers themselves to sales talks by cubs, conclusively reveal that the "Big Three" auto manufacturers have a whale of a lot of dealer salesmen's training work to do. When prospects were numerous and anxious to buy, lack of selling ability didn't seem to matter much. Now with automobile sales almost half of what they once were, the auto manufacturer can't afford to permit a lack of training to muff a large percentage of sales, in favor of his competitor whose car may be no better, but whose salesman plans his work and works his plan.

Putting the microscope on "Big Three" dealers' salesmen showed that selling ability had no relation to the size or "front" of the dealer's establishment, because one of the best planned solicitations the writer heard came from the salesman of a small dealer in Connecticut, and one of the worst from a salesman of a big agency on Automobile Row in New York City.

\*The first part of Mr. Kerkow's account of his experiences in trying to buy an automobile appeared in the May 15 issue, "Does Knocking Competitors Kill Sales for Everybody?"

Most salesmen, I found, start off with a rush of facts, but end up by losing control of the sales situation and merely answering your questions. Many salesmen know the more important features of their car but present them as cold data, without showing what any particular feature does for you either in comfort, convenience, value or dependability of the car. Many salesmen deliver only glittering generalities. Most salesmen don't know how to close.

One Chevrolet dealer's salesman in Connecticut, for instance, after having been given the cue that I was interested in a coach type of model, told

---

BY  
HERBERT  
KERKOW\*

---

me the facts about his car's appearance, quality, comfort, convenience and value well enough, but failed to point these up when he demonstrated the car on the road. The demonstration didn't give me all kinds of road conditions. Furthermore, the salesman limited himself to showing me how his free wheeling worked and, except for a few mild generalities about power and pick-up, let it go at that. Nor did he re-emphasize the high points of his sales story after the demonstration. His attempts at closing me after the demonstration consisted largely in an unplanned discussion of Chevrolet economies. Here, at the finish of his work, when his solicitation should have been most clean cut, he wandered off on a description of a two weeks' trip he had made last year, which had absolutely nothing to do with the business in hand.

The manner in which this salesman handled the trade-in is significant, because it contrasts so sharply with the job done by the Plymouth dealer in the same town. As I stood on the curb with the Chevrolet salesman, the

appraiser looked at my car, and, asking to drive it around the block, left us. The salesman then turned to me and said:

"He's the man that may stand between me and the sale." He went on to explain this statement by telling me he worked on commission, etc. Definitely this comment raised negative thoughts in my mind. Maybe this appraiser will stand between the salesman and a sale. Maybe this agency doesn't give fair values on trade-ins. Certain this salesman's experience must prove it.

Knowing my car was a big one, how much better it would have been if he had deftly contrasted the economies I was going to get with the Chevrolet! Here was a golden opportunity to clinch his whole solicitation with figures on how little the Chevrolet would cost me to run and maintain, how I would really save money with a new car. In other words, he might have put me in a positive frame of mind where I would want the Chevrolet and feel I would be saving money no matter how little the appraiser would give me for my old car.

The doubts raised by the salesman's negative comment were confirmed when the appraiser drove up with my car and offered me his price. Getting no reaction from me, he started to apologize for the figure he made by telling me that there was little market for my kind of car these days. While the appraiser, who was also the sales manager, defended his price fairly well, it was, after all, a defense, and I left him feeling I could get a better deal elsewhere. As it proved later, I was wrong, because the price this appraiser had given me was the highest of all.

The Plymouth dealer and his salesman handled the trade-in differently. When I asked the salesman for an appraisal, he couldn't give it because the appraisal manager was out, so he asked me to call back. I did, a bit later than I promised. The salesman had gone to lunch, so after appraising

(Continued on page 256)



# Association of National Advertisers Favors Sales Tax

CINCINNATI, Ohio.—At the semi-annual meeting of the Association of National Advertisers, held in this city May 19-21, official action was taken on three important matters, namely, the pending Federal tax bill, advertising censorship and the effort of certain publications to combat substitution for and slanderous attacks against nationally advertised products. The tax resolution read in part as follows:

"Whereas, The Association of National Advertisers firmly believes that a reduction in the expense of Government and a balanced budget is absolutely necessary to restore the confidence of business, and, Whereas, the Association believes that this restoration of business confidence is fundamentally essential to rectify unemployment and distress among the people of the United States, and, Whereas, the Association deplors the inequalities in certain proposed taxation measures in that they are unfair and discriminatory, therefore, be it

"Resolved, That the Association of National Advertisers respectfully but unequivocally urges the Seventy-second Congress of the United States to bend every effort to reduce governmental expenditure, and be it further Resolved, that the Association hereby declare itself as being in favor of a general sales tax."

The substitution resolution read in part:

"Whereas, The present period of readjustment has intensified the wave of substitution for nationally known and demanded products in stores of all kinds, leading in many cases to insidious but slanderous attacks upon such products in an effort to further the sale of the substituted article, and, Whereas, most of the articles offered in substitution are articles imitative of a nationally-known brand or are imitative of the idea behind such brand's marketing, and Whereas, the substitution of such articles is usually aided and abetted by a desire of some merchants to trade upon the reputation enjoyed by nationally-advertised products through their own profit benefits, and Whereas, many articles offered in substitution are of inferior quality or workmanship to the standards of nationally-advertised articles, and such substitution therefore imposes upon the consumer, therefore be it

Resolved, that the Association of National Advertisers commends heartily the efforts of those groups of publishers who are attempting to curb these destructive processes by: 1. Publishment of articles on trade practices acquainting consumers with the facts of substitution and slanderous statement; 2. Publishment in promotional literature reaching their readers of the same facts; 3. Publishment of advertisements of their own decrying substitution and slanderous statement, and be it further Resolved, that the Association of National Advertisers, as a protection to the large in-

vestments of its members in printed word advertising and good-will for their products, looks with favor upon the further and intensive effort of publishers of both magazines and newspapers to throw light upon the substitution evil and so to expose the true condition of affairs to the public who are the victims."

The advertising censorship resolution read in part as follows:

Whereas, Certain legislation has been proposed in the Seventy-second Congress which would extend the right of governmental bodies to cover the censorship of advertising, and Whereas, the Association of National Advertisers, as an organization whose purpose is "for greater effectiveness

inate against businesses which rely solely on advertising as their selling tool, while competitors of such businesses may be using salesmen or other selling forces not subject to government censorship, and Whereas, there has already been set up a joint review committee by this association and the American Association of Advertising Agencies which, after much time and thought, has evolved an advertising copy code, therefore be it

Resolved, that the Association of National Advertisers in convention assembled does declare itself as unalterably opposed to any movement which would increase the censorial powers of governmental bodies over advertising.

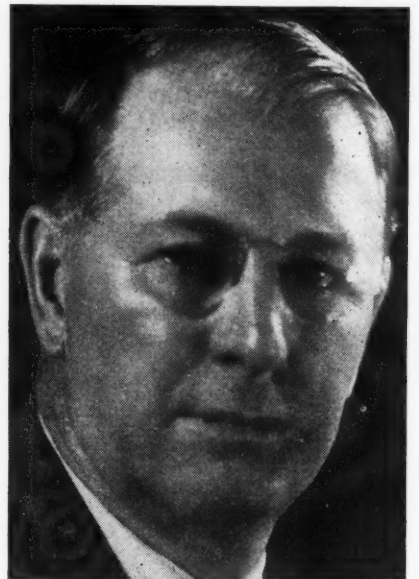
The first day's session was open only to A.N.A. members. The morning, presided over by Stuart Peabody, of the Borden Company, vice-president of A.N.A., featured talks by Turner Jones, vice-president of the Coca-Cola



Turner Jones, vice-president in charge of advertising, The Coca Cola Company, who addressed the A. N. A. on "Looking Ahead of the Job."

and economy in advertising, selling and distribution," objects to the censorship of advertising copy in newspapers, magazines and other advertising media by government officials on the grounds that Federal, State and Local Legislation now exists which, if enforced, will adequately take care of any needed censorship, and Whereas, the Association of National Advertisers objects to proposals for government censorship because such proposals would vest almost unlimited power in a few men and would set up a dictatorship on advertising that would inevitably lead to unintentional though costly acts of injustice and unfairness, and

Whereas, we believe such legislation would immeasurably retard advertising which would mean that in a short period of time it would reduce the stability of business, and thus be distinctly against the public interest, and Whereas, government censorship over advertising would discrim-



"Advertisers need to study the quality phases of circulation."—Col. Frank Knox.

Company, who spoke on "Looking Ahead of the Job"; William W. Tomlinson, advertising manager of Scott Paper Company, whose topic was "How Four Selling Forces Have Established New Sales Records for Scott Tissues," and George W. Vos, superintendent of Advertising Division of the Texas Company, who told "How We Introduced Fire Chief Gasoline."

P. J. Kelly, of the Goodrich Company and vice-president of the A.N.A., presided at the luncheon meeting, and Arthur H. Ogle, of Bauer & Black, at the afternoon session, during which



"An engineer does not take a huge quantity of dynamite, lay it up against a bank, and set it off . . . so it is with advertising."—Lee Bristol.

Roy Sheldon, vice-president of Industrial Design, Inc., spoke on "Increasing Sales by Improving Product or Package Design," and Johnson Rogers, vice-president of Topics Publishing Company, Inc., interpreted the results of the St. Louis drug survey. In the course of his talk Mr. Rogers said:

"In the St. Louis survey the matter of substitution or switching as you choose to call it, where one product is asked for by the consumer and where the clerk or druggist attempts to sell some other product of similar character but different brand names, many thousands of items were checked, and it was found that in a total of 12 per cent of all retail transactions the clerk or druggist attempted to switch the consumer to some other brand than that which was asked for. However, only 1 2/10 per cent of the total transactions, or 1/10 of the attempts, were successful. Also, it was found that where switching efforts were most intense, notable examples being certain chain drug store systems and certain independents in the city of St. Louis, the efforts were less successful. There, customers particularly seemed to be on their guard, and to have some special armor from long experience to resent and to resist switching."

The latter part of Thursday afternoon was devoted to group meetings; Bennett Chapple, of the American Rolling Mill Company, presiding over the industrial group, Allyn B. McIntire, of the Pepperell Manufacturing Company, the selling group, Claudius G. Pendill, of the Towle Manufacturing Company, the circulation group, and George W. Vos, of the Texas Company, the radio meeting.

The open session on Friday morning was presided over by Lee H. Bristol, vice-president of the Bristol Myers company and president of the A.N. A. In the course of his presidential report he reviewed the accomplishments of the association for the past six months, and among other interesting things said:

"The association is distinctly *not* designed to advocate more advertising *per se*. We do not believe that advertising is a secret art, a black magic which, if used more and more and more, will inevitably result in greater profit. We recognize advertising as a *tool of selling* and it must be a tool of *profitable selling*.

"What we are interested in and what our research is designed to further, is to make advertising more efficient, to make us more intelligent in the use of this tremendous selling tool, for do not mistake me, I firmly believe that advertising is a powerful motivating force, but, like all powerful forces, it must be carefully directed or it will destroy the very business that it is designed to help. A construction engineer does not take a huge quantity of dynamite, lay it up against a bank and set it off. Rather, he scientifically computes the exact spot in which it is to be placed to be most effective and the amount required to move a given mass. So with advertising. More profitable sales can be made if we use just the right amount of advertising in just the *right places*."

Merryle Stanley Rukeyser, economist and newspaper writer, then discussed "The Business Depression and the Way Out." After an illuminating discussion of what has been transpiring, he made these remarks:

"We are now in an orgy of penny-pinching which has demoralized demand. When emergency conditions cry out for bold action, politicians are still thinking in terms of face-saving compromises.

"Forty-six qualified economists earlier this year submitted a plan for the wise spending of five billion dollars on Federal, State and local public works, and thus recalling to the ranks of those with purchasing power at least a substantial fraction of the unemployed.

"The Federal Government, in pulling in its horns, is failing to distinguish between operating expenses, which should be curtailed, and capital expenditures which should be augmented in times of subnormal business activity. It is failing to contribute its share toward the redemption of part of the unemployed from wasteful idleness.

"Unless Congress pursues sound



"The depression is man-made, and it will last until we can develop something which will penetrate the ossified human minds which have become almost impregnable to the assault of new ideas."—Charles F. Keetering.

procedure for restoring purchasing power and breaking the economic deadlock, it will be tempted by emotional dissatisfaction with continued hard times to experiment with unsound measures."

Colonel Frank Knox, publisher of the Chicago *Daily News*, then discussed "Should Newspaper Circulation Be Liquidated, and How?" He made a very forceful argument, urging advertisers to study the quality phases of circulation more than the quantitative phases and said that most inflated circulation could be liquidated by morning newspapers eliminating evening editions, and evening newspapers eliminating morning editions; also, through the elimination of special editions of both morning and evening newspapers which reach out-of-town areas.

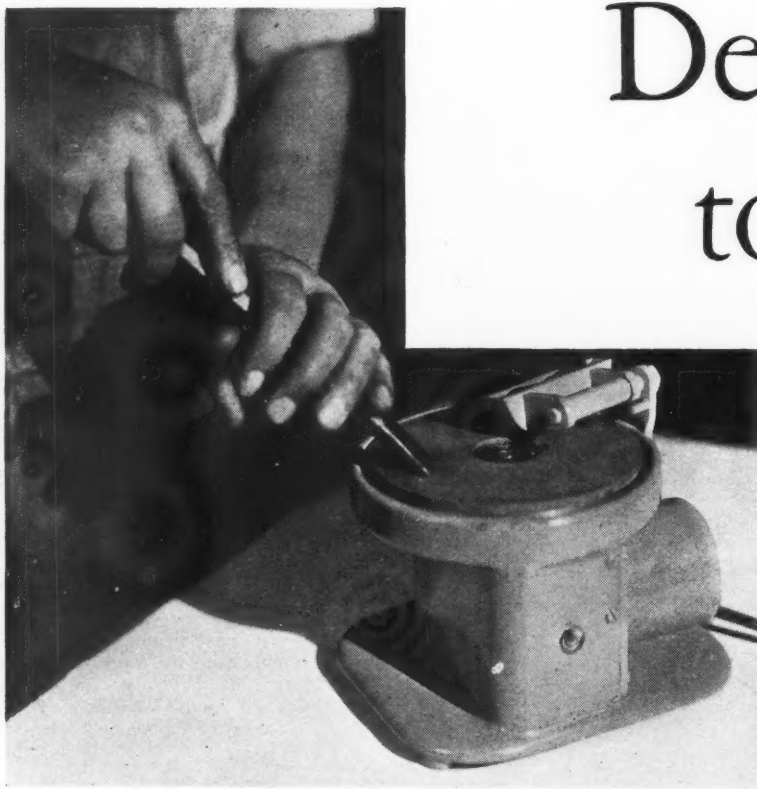
"Newspaper circulation became inflated because the advertisers demanded big circulation," he explained. "Nature is taking care of this inflation. A natural result of the present conditions is economy. Since remote and duplicate circulation is the hardest to get and most expensive to maintain, it disappears in times like this when waste is being eliminated.

"One of the greatest contributions that advertisers can make is to insist that newspapers get into their proper spheres.

"I mean that the morning newspaper ought to be published from 10 or 11 p. m. to 7 a. m. and an afternoon paper from 10 a. m. to 6 p. m., and that each should be satisfied with its proper field."

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[Subscribers are invited to consult with the editors of SALES MANAGEMENT on their own design problems, sources of design information and styling services.—THE EDITORS.]

**W**HEN, after more than a century of conducting its business along very conservative lines, a company revolutionizes its policy, develops a radically new line, opens up vast virgin markets, enlists strong new distributors and dealers and completely routes the depression, its methods deserve attention.

For 109 years the Pike Manufacturing Company made the same line of hand sharpening stones for industrial tools; for 109 years business proceeded normally, nicely. Reputation built on quality products had passed for a sound basis for business; competition was not acute, and business came fairly easily.

But at worst, sharpening stones are inherently long-lived products; at Pike's best, repeat business was an almost non-existent factor. Then came the depression, when any old sharpening stone, or none at all, would do, and Pike had a lot of time to think about what to do next.

For some years the Pike Manufacturing Company had recognized the feasibility of electrifying oilstones and sharpening stones, but so long as their time-honored products had sales acceptance there wasn't enough incentive to put effort into the extensive engineering work and protracted experi-

*(Above) Deaf to warning that "Industry is not buying equipment," the Pike Manufacturing Company radically improved its line and disproved the dictum.*

*(Right) Dignity in a turnstile? If John Vassos hadn't achieved it in the design of this one, the Empire State Building wouldn't have chosen it for the Observation Tower.*

mentation necessary to perfecting new products.

Several months of business stagnation, however, and Pike chose to regard the depression as an opportunity actually to work out the ideas about new products which they had been merely playing around with.

So they spent several of the dull business months developing electrically driven machines, and announced the new line to the trade in March.

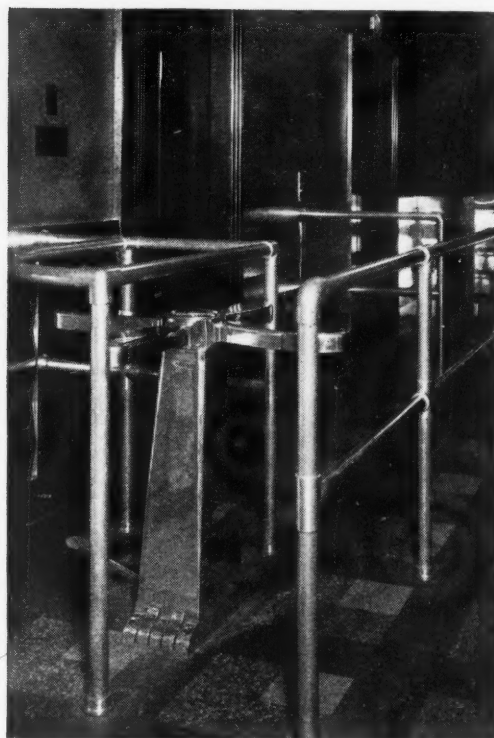
The initial selling campaign was carried out with seventeen salesmen hitting only the high spots, that is, industrial centers like Boston, Philadelphia, Detroit, Cleveland, Chicago and St. Louis. It was directed at leading mill and factory supply houses, automotive jobbers and retail hardware and tool dealers. In the first eight weeks they closed over four hundred dealers on the new line, of which thirty-two were accounts they had never cracked before. On the first day out one salesman sold the complete line to nine of the first ten

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# Designing to Sell

Edited by

R. S. McFADDEN



dealers approached. Since then there has been hardly a call that has not resulted in a sale—a phenomenal record during a period when industrial equipment needs are at such low ebb.

At the same time Pike launched a direct-mail campaign to 20,000 consumers of the first magnitude in the country, including automobile factories, woodworking plants, machine shops and pattern-making shops. The response to the section of the campaign directed at the automotive industry, for which they had never before had any products of interest, proved that here was an entirely fresh market upon which Pike could depend as a regular channel of revenue.

Ten days after the 20,000 letters and circulars were mailed there were 3½ per cent replies—an excellent response on a twenty-five-dollar minimum line. Inquiries, of course, were turned over to the established distributors. Results from the dealer mailing were equally excellent; 29 per cent of those who inquired about the



line turned in orders in the next mail.

To quote H. S. Bryant, advertising manager of the Pike Manufacturing Company: "We are sincerely surprised at the number of actual orders received that can be directly traced to the consumer mailing. Many of them have enabled us to establish important dealer connections. A sizable order from a big paper company in Maine, for instance, resulted in the establishment of an extremely desirable dealership. A dealer we had never contacted before, and is now one of our staunchest supporters, received an order from the Mazda Lamp Works of the General Electric Company at Cleveland. The president of a milling company in New York ordered a No. 50 Power Bench Stone with a full complement of stones. Fifty-one dollars in cash accompanied the order, with a note telling us that he was an enthusiastic amateur mechanic and a "crank" on sharp tools. The outfit pleased him, and his good will is an important intangible asset.

"As far as the depression is concerned, it no longer holds any terrors for us—and when industry gets under way in earnest it looks as if there would be nothing to stop us from doing the biggest business in our history."

## Better Design Licks Price Chiseling Problem on Turnstile Sales

**T**HOUGH the Perey Manufacturing Company, Inc., makers of passimeters, turnstiles and baffle gates, was sold on the commercial value of good-looking turnstiles when they retained John Vassos to design a turnstile appropriate for important public buildings and showplaces, they had not anticipated the far-reaching sales effect of such installations in strategic locations. Contracts for installations in such buildings as the Dyne-Whitney Gymnasium at Yale University, the New York News Building, the Observation Tower of the Empire State Building and the Trans-Lux Newsreel Theatres were awarded solely because of the superior style of the machines. Price competition was not a factor; the Vassos turnstile was the only one in existence good enough looking to fit into the handsome architecture of the buildings.

Since the installation of these machines in conspicuous places, Perey have found them business builders of inestimable value.

Perey receives a constant stream of

inquiries, for instance, from owners of amusement places, motion picture houses, swimming pools, etc., who, while visiting the Observation Tower of the Empire State Building, were impressed with the striking appearance of the Perey turnstile. The experience has caused them to adopt the policy of increasing their volume of installations in strategically located places as rapidly as possible.

The Perey Manufacturing Company, Inc., does not pretend to be doing a land-office business at the moment. Since the railroads and the building industry, the chief users of turnstiles, are in the doldrums, Perey is straining every effort on the development of new uses for their products.

At the moment bus manufacturers present the best field for exploitation. They are enterprising, relatively prosperous and extraordinarily design-conscious. The appearance of any piece of equipment which goes into a bus is one of the chief considerations in its purchase. With bus manufacturers, as with reputable architects, superiority of appearance in a turnstile practically obliterates the price question. Reason Number One for Perey's careful attention to the design of their products.

According to C. D. Trubenbach, sales manager of the Perey Manufacturing Company, the three salient features of their program for strengthening their competitive position are:

1. Engineering research.
2. Design.
3. Search for new uses.

Incidentally, we were interested to learn that the sales department of the Perey Manufacturing Company is entirely responsible for the emphasis on design.



## Pre-Testing of Products and Packages Guarantees Sales for Town Crier

**A**NY company that had its start in 1929, and succeeded in entrenching itself firmly in a highly competitive field in the last three harrowing years, has pretty well proved its fitness to survive. Among the few who have grown steadily stronger during this period is the Town Crier Food Products Company, Kansas City, whose "ready mixed" flour is already a household word, though it came into existence only three years ago.

Alfred McKelvy, sales manager of the company, credits their virtually unimpeded progress to the extreme care with which they weighed consumer wants both as to product and package before ever launching into the project.

The group who planned to crash the packaged goods market were sure of their ground so far as the timeliness and general acceptability of a packaged flour was concerned, but they had also observed, not without consternation, that the mortality of firms entering the packaged food field was appalling. Inquiries showed that an unbelievable proportion of the failures was directly traceable to the childlike impetuosity with which products were flung out into the market. Trusting to luck, they blazed away at the market in the hope that enough shots would hit vital territory to pay the cost of operation and some profit.

Those that survived did so either because they filled a particular public need or because they were outstandingly merchandised. Out of the vast collection of brightly-colored packages, only a few grew to sales of any proportion and these, in almost every instance, were placed on the market by concerns whose management was experienced in the psychology of selling the American housewife.

How to size up and capitalize on this nebulous quantity called "the psychology of the American housewife?" The Town Crier Food Products group decided on a well-organized survey conducted as economically as possible.

The first survey consisted of a house-to-house canvass of 14,000 housewives in seven widely separated and distinct

*The Town Crier package was made light to denote sanitation and freshness. The dark border at bottom conceals dealers' shelf dust.*

sections of two cities, one a metropolitan center of over half a million, the other a typical middle-sized city of about fifty thousand.

Canvassers, equipped with questionnaires, started their calls at eight-thirty in the morning and worked until five. For each questionnaire properly answered they received five cents.

Canvassers operated under crew managers who were required to call back on every tenth housewife to check accuracy of answers in order to prevent canvassers from allowing their own personal opinions to creep into their reports. Canvassers were instructed to refrain from mentioning the name "Town Crier" until the end of the interview.

The questions which stood out as being in the greatest need of a proved answer were:

1. Do enough housewives want packaged flour to warrant placing a new one on the market?

2. If so, what type of flour does the woman want who can afford and is willing to pay the extra cost of a packaged flour?

3. Of what type of woman would the prospective market be most likely to consist?

- (a) Range of age.
- (b) Size of family.
- (c) General financial circumstances.
- (d) Type of home.
- (e) Greatest uses to which flour would be put.

4. What sized package, considering cost and convenience, would be most appealing?

(a) What shape should the package be?

(b) What general color and design?

5. What forms of advertising would make the greatest appeal to these prospects?

Was it found that enough housewives wanted packaged flour to warrant placing a new one on the market? The survey revealed that the average woman is not a good enough cook to be confident of her success in baking; that any flour which could guarantee good baking results would have a ready market. The discovery that more than half of the baking failures in the home were caused by incorrect proportioning of ordinary flour, soda, salt, baking powder, corroborated the almost universal demand for a packaged flour that would have attributes other than the ordinary flour.

The attributes which seemed to have the greatest appeal were convenience, time saving, certainty of results and tastiness of the finished baked product. Burning, too much or too little flour, water, etc., caused much less

than half of the failures. Conclusion: a flour containing the basic dry ingredients in fool-proof proportions.

To determine the sort of packages which were most interesting to the housewife, observers were stationed in self-service stores to make notes of the characteristics of packages other than staple items which were picked up by curious housewives. The most common characteristics were: lightness of color (denotes sanitation and makes package look larger); simplicity of design. Yellow, therefore, was the background color decided upon because of its lightness and resistance to fingerprints. Because many grocery stores are not kept as clean as might be, a dark border was put on the bottom of the package to conceal dust collected from counters and shelves, and to preserve the fresh appearance of the package as long as possible. As to the type of women most apt to constitute the market for packaged flour, it was found that the habits of the older generations of women are hard to change and that they are inclined to stick to the product they have purchased for years. The younger and middle-aged generations, therefore, constituted the age range of prospects. Each housewife was asked the size of her family, and the largest purchasers of flour in small packages were found to consist of women with families of three and four members. Larger families looked upon packaged flour as a luxury; fami-

lies of two do little home baking.

Women who manifested the most interest in packaged flour were from the upper and lower middle classes. Poorer classes regarded a packaged flour as too expensive; wealthier classes leave the purchasing of such supplies largely to servants.

The market, therefore, had resolved itself into: 1. Married women; 2. Those between twenty and forty; 3. The upper and lower middle classes.

Thus the Town Crier Food Products Company was enabled to direct its promotional appeal, not vaguely toward the one hundred and twenty-five million inhabitants of the United States, but definitely toward the eight million women who came within the scope of these restrictions.

The survey disclosed the time of day when most of their likely prospects were in the habit of listening to the radio, enabling them to make an intelligent selection of radio time. It revealed the names of periodicals which furnished them with most of their ideas for cooking and baking. The knowledge that most of these women were parents of children indicated the feasibility of directing advertising toward the youngsters whose desires are so commonly catered to by parents of the middle classes.

Countless other pieces of information came to the rescue many times and the tabulations from canvasses constituted a virtual reference bible.



Q "Of course you remember me. We merged in 1928!"



# "Summer resort circulation plus 23% to 112% greater reader interest makes Liberty a key Unguentine medium"

Writes WILLARD TOMLINSON,

Director of Advertising,  
Norwich Pharmacal Company

... continues Mr. Tomlinson: "The Norwich summer advertising campaign is addressed to those-who-bathe-and-sunburn.

"It is obvious that the more time folks spend on going to the beaches and pools, the less time they have for reading or listening to advertisements for Unguentine or any other product.

"We have therefore selected Liberty as a key magazine because it, apparently more than any other weekly, follows people to the beaches; shown not only by your high summer sales at resorts, but by your single copy circulation evidencing smaller summer fluctuation than that of any other weekly.

"And when these straight circulation facts are plotted against Gallup's findings (made in the summertime, at that) as to what actually happens to that circulation, Liberty's place on our list becomes a fundamental one. For getting an ad unto somebody's porch is one thing; getting that ad before that somebody's eyes is another. With the heaviest summer placement and with a good chance for double the normal attention value, we anticipate a successful season for Unguentine advertising."

# Liberty ... America's BEST READ Weekly

The Gallup Surveys were made last summer in 6 cities. Checking what had been read in 6 issues of the big mass weeklies, Dr. Gallup and his staff found Liberty's editorial contents to be better read than in the case of the other magazines checked. The average advertising page in Liberty was found to have stopped:

48% more persons than in Weekly A  
23% more persons than in Weekly B  
112% more persons than in Weekly C

That means 23% to 112% more actual circulation for the average advertising page in Liberty. For the thing that makes advertisements successful is not copies printed but copies read thoroughly enough to get the advertisements seen.

With such a tangible advantage revealed for the first time, it is little wonder that Liberty's first 1932 quarter showed 46% more advertising volume than the last quarter of 1931—while the two other biggest weeklies showed a gain of 1% and a loss of 3.7%, respectively, for the same period!

Treat  
**SUNBURN**  
as a BURN!



Get Quick Relief from Pain!

Sunburn is not to be trifled with. It's a BURN—like any other burn. Cosmetic lotions and creams are not enough—treat sunburn with the burn remedy used by 8 out of 10 hospitals. Unguentine!

It stops pain—soothes and heals—prevents infection. Treat all sunburn with Unguentine—take no chances of needless agony. Heal quickly—tan beautifully! The price is only 50c.

**Unguentine**  
Norwich goes as deep as the burn!

Every week more advertisers are becoming impatient with methods recommended only by tradition—are asking why in times like these, new information about people's reading habits should not speedily be taken advantage of.

Such as these have helped put Liberty on a profit basis for the first time in its history.

Such as these are writing us on executive office letterheads, inviting us to come direct to the top with the Gallup Report on how advertising is being read.

Such as these are arriving at the conclusion that advertising which is not seen is not advertising at all and that the most obvious way of having America's best read advertisements is to publish them in "America's Best Read Weekly".

It takes aggressiveness to write to a publisher and ask him for information. But apparently these times have stiffened many backbones. A copy will be mailed to you merely by addressing Liberty's Research Department, 420 Lexington Avenue, New York City.



# Cannon Finds Big Retailers Hungry for Sales Training Aid

**W**HEN, in April, Cannon Mills sent to 680 department stores and 40 jobbers a trial mailing of their first issue of *Cannon Shots*, a sheet "issued for salespeople in stores, to help them increase towel (or sheet) sales," 75 per cent of the jobbers asked for quantity supplies of future issues; almost 50 per cent of the department stores responded with quantity orders. Arbuthnot-Stephenson, Pittsburgh, Pennsylvania, one of the largest cotton jobbers in the country, requested 500 copies of each issue for circulation among the trade.

With *extensive* buying a thing of the past, Cannon adopted the logical alternative of *intensive* selling. Their object was to offset the inevitable falling off of numerical volume of sales by teaching salespeople how to increase the size of each unit of sale. This could be done first by showing the retail salesperson how to influence the consumer to purchase higher-priced merchandise, and second, by educating the salesperson to sell bathroom ensembles, rather than merely towels, or wash-cloths, or bath-mats. In the first issue of *Cannon Shots*, for instance, which went to sheet salespeople, it was suggested that when a customer asked to see some sheets, always bring out the 108-inch sheet "because 108-inch sheets cost more than other lengths—and mean larger sales in your book." "If she does not ask questions about sizes, don't bother to explain any more. Explaining sizes unnecessarily confuses customers and makes sales drag along. If she objects to the price, noticing on a sign that shorter sheets cost less, then you can explain about sizes. Do not refer to the 108-inch sheet by measurement—but by calling it 'the



*The gay beach ensembles pictured here are an example of the "new uses" for towels being created through Cannon's prize awards to retail salespeople for new use suggestions.*

Training salespeople to trade up to the higher priced and better quality merchandise, and teaching them how to turn a single towel sale into a bathroom ensemble sale, are two important objectives being accomplished by Cannon's new retail training program, here described in detail.

most popular size today.' Emphasize the laundering advantages of the longer sheet, its tuck-in advantages, its generous turn-over margin." Then follows a careful explanation of sheet lengths, and more emphasis on the importance to the customer and to the salesperson of selling the higher-priced item.

On the same subject of "selling up," but this time in connection with their towel departments, *Cannon Shots* says

to the towel salesperson, "If you want bigger sales checks suggest higher-priced towels to customers"—and proceeds to show her how it can be done.

"First of all, suggest big towels. Remind the customer that men like big towels.

"Hold the towel low, as it makes the towel appear even larger.

"Call the customer's attention to how much more closely the higher-priced towel is woven than the cheaper one. Point out its superior strength and wearing qualities. Tell her there's no economy in buying a cheap towel, because it will wear out in a short time, and she'll have to buy all over again. You'll find that it takes more time and extra talking to push higher-priced towels, but it works."

A special representative of the company, who worked out the idea of Cannon's retail sales training plan, worked in towel and linen departments of department stores, observing the approach and follow-through of the average salesperson. She became familiar with her technique, and carefully noted the common causes of sales failures. She found that it was a practically universal habit of salespersons, upon the approach of a customer, to produce the lowest price merchandise in the stock, and to work up in

price only upon the demand of the customer. She attributes the custom to timidity—fear of losing a sale because of price. Reinforced with ready-made arguments for selling the more profitable merchandise, the salesperson gains confidence and reverses the order in which she produces merchandise.

So much for increasing sales checks by the "trading up" method. Now  
(Continued on page 265)

# ANSWER HIS QUESTION:



*Where can I buy it?*

Mr. Consumer sets out to buy your product. But will he ever find it? Or will he go to the wrong dealer and buy "something just as good"?

Don't risk losing sales this way. Tell your prospects exactly how and where to find your dealers—through "Where to Buy It" Service.

List your authorized dealers under the trade name of your product in the classified telephone books wherever you have distribution. (See illustration below.)

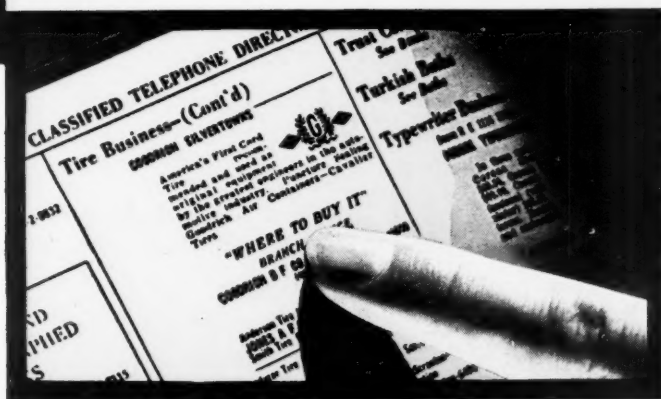
The classified directory is becoming the accepted shopping reference throughout the nation. When your authorized dealers are listed in this medium—in a standard, uniform way—you know that prospects will experience no difficulty in finding "that local dealer."

"Where to Buy It" works just as effectively and just as economically for the smaller, sectional manufacturer as for the large national advertiser. Many of both groups now use this service.

Ask your advertising agency for further data. Or write or telephone: Trade Mark Service Manager, American Telephone and Telegraph Co., 195 Broadway, New York, N. Y. (EXchange 3-9800)—or 208 W. Washington St., Chicago, Ill. (OFFicial 9300).



A typical "Where to Buy It" listing. It makes dealers easy to find.



# Cradles of Big Business



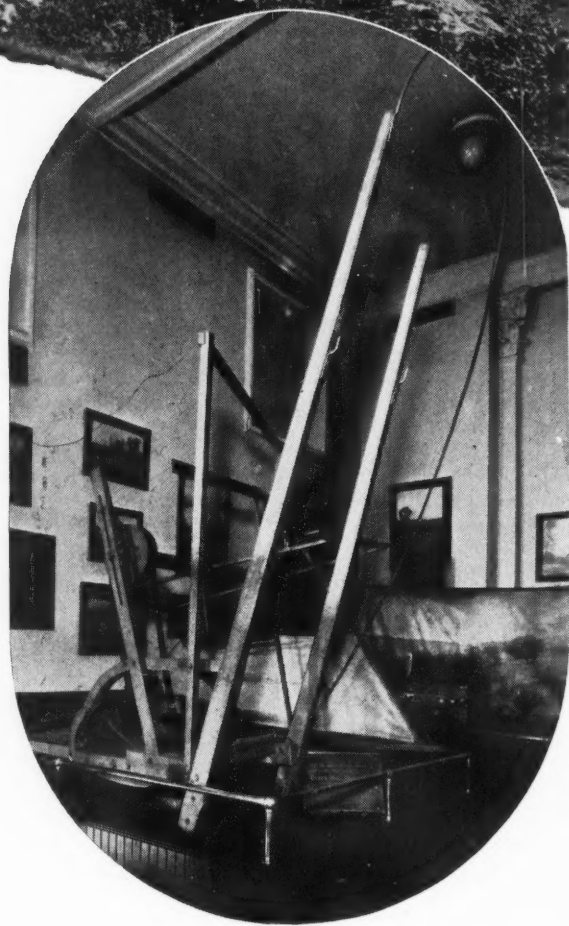
Photos by Ewing Galloway, N. Y.

## No. 3. International Harvester Company

CYRUS H. MCCORMICK'S REAPER AND ITS "HOME": Throughout the 101 years since this awkward-looking device was invented at the forge shop of the old McCormick farm, near Steele's Tavern, Rockbridge County, Virginia, International Harvester Company has been the leading factor in mechanizing the farms, not only of this country but of the world.

Another Cyrus H. McCormick is now chairman of the board of the company. With Rockefeller money and Morgan backing re-enforcing the substantial interest already held by the McCormick and Deering families, the company now has assets of more than \$400,000,000, net income in the last five years averaging nearly \$30,000,000 annually, manufacturing facilities in the United States, Canada, France, Germany and Sweden, and selling companies in Latin America, Australia, New Zealand, the Philippines, Latvia, South Africa and elsewhere.

The reaper above (a replica of the original) is in the Virginia State Library Museum at Richmond. The large upright pieces are shafts for a horse. The main wheel, resting on the ground, moved the blade back and forth and at the same time turned down the paddle wheel which knocked down the wheat.



International still makes reapers (harvesters)—in fact a complete line of agricultural equipment, as well as tools and implements, wagons and motor trucks, gasoline and kerosene engines, and binder twine. Incidentally, it owns a couple of railroads, some steel furnaces and rolling mills, coke ovens, and an imposing headquarters building at Chicago, where McCormick reaper money is sponsoring the *Chicago Tribune* and other enterprises.



# Bright Spot Cities

Business Activity as Measured by Bank Debits

**S**ALES MANAGEMENT presents herewith a new feature which is designed to show a *localized* picture of where business is nearest to normal. Many magazines and newspapers publish helpful charts and articles on the *general* business picture, the composite of *all* cities in the country.

But we know that few of our readers think of their sales problems in such a broad way. They know, for example, that retail sales have declined since the Distribution Census in 1929, and that the decline has not been of uniform intensity throughout the country. They want to know how Pittsburgh is affected—and Omaha, and Los Angeles—not just that business in general is dragging along on a 60 per cent basis.

The tables herewith are constructed

from Federal Reserve Board statistics on bank debits, corrected and modified in some cities by department store sales and building construction, and included are the major cities in the country where the percentage of normal for the last three months equals or exceeds that of the country as a whole exclusive of New York City. Bank debits, so most authorities agree, are the best single index of business activity, since in the neighborhood of 90 per cent of all business transactions are made through bank checks. In nine cities out of ten they give an approximately accurate index of business, and other factors are extraneous. There are exceptions. New York, for example, because it is a national and international financial center, cannot be gauged by bank debits. A large part of them are

traceable directly to the security market, and certainly the general level of business in New York has not fallen as low as security prices. New York figures are therefore at least temporarily omitted from the index.

No one knows what "normal" is. We have chosen the average of the years 1926 to 1928 and called it normal. From a practical point of view it does not matter greatly what period is taken as normal for the *chief values of our index are in their use in comparing a city now with what it was in the fairly recent past, and in comparing its losses or gains with those of other cities.* By averaging three years we have a more accurate normal than any one year would give, for the average smooths out fluctuations caused by temporary booms, value of crops

(Continued on page 268)

## These Cities Are Above the National Average

Percentage of Normal (1926-28 Average)					Relative Standing U. S. A.=100						
1932—Feb. Mar. Apr. 3 Mos. Av.					Feb. Mar. Apr.						
U. S. A. Average (excl. N. Y. City) .....					60.0	54.0	58.0	57.3	100	100	100
<b>Boston F. R. District.....</b>					61.0	54.9	61.1	59.0	101	102	106
Hartford .....					85.2	78.0	77.7	80.3	143	146	135
Lowell .....					64.6	72.0	67.7	68.1	108	134	116
Lynn .....					68.1	60.9	62.3	63.8	113	115	108
New Haven .....					82.2	72.9	78.0	77.7	137	135	135
Portland .....					71.0	63.6	67.1	67.2	118	118	116
Providence .....					61.9	59.4	62.5	61.3	103	110	108
Springfield .....					71.9	62.4	64.4	66.2	119	114	112
Worcester .....					69.7	60.0	60.1	63.3	116	111	104
<b>New York F. R. District.....</b>											
Albany .....					73.5	80.2	82.0	78.6	122	149	140
Buffalo .....					63.5	57.2	57.3	59.3	106	106	99
Newark .....					88.3	72.1	72.1	77.5	147	133	124
Rochester .....					63.1	59.0	62.0	61.4	105	109	107
Syracuse .....					73.8	70.7	69.8	71.4	123	131	120
<b>Philadelphia F. R. District.....</b>					62.5	54.0	59.5	58.7	104	100	103
Allentown .....					70.9	61.5	63.3	65.2	118	114	109
Camden .....					65.7	62.4	61.4	63.2	109	116	106
Harrisburg .....					60.1	57.0	60.7	59.3	100	105	104
Reading .....					65.7	63.4	62.0	63.7	109	118	107
Scranton .....					85.2	60.7	67.3	71.1	143	112	114
Trenton .....					75.0	66.5	76.3	72.6	125	123	133
Wilkes-Barre .....					66.2	55.5	58.8	59.8	110	103	101
Wilmington .....					72.4	67.8	71.2	70.4	121	125	124
<b>Cleveland F. R. District.....</b>					55.2	50.5	51.4	52.4	92	93	90
Cincinnati .....					69.1	61.5	60.6	63.7	115	114	105
Columbus .....					66.9	62.4	56.3	61.9	111	115	96
Erie .....					72.3	64.2	62.6	66.4	120	119	107
<b>Richmond F. R. District.....</b>					64.4	64.1	69.9	66.1	107	119	120
Baltimore .....					73.8	63.8	72.4	70.0	123	118	124
Charlotte .....					68.9	61.7	65.9	65.5	115	114	114
Richmond .....					81.7	77.5	84.0	81.1	134	143	145
Washington .....					92.2	81.6	86.8	86.9	154	151	151
Winston-Salem .....					69.9	86.9	60.5	72.4	117	165	105
<b>Atlanta F. R. District.....</b>					57.7	52.5	64.3	58.2	96	97	111
Atlanta .....					70.6	66.7	73.8	70.4	118	123	127
Chattanooga .....					65.9	59.1	55.5	60.2	109	109	96
Knoxville .....					77.4	65.8	62.0	68.4	129	122	107
Mobile .....					66.6	60.0	61.9	62.8	111	111	107

	Percentage of Normal (1926-28 Average)				Relative Standing U. S. A.=100		
	1932—Feb.	Mar.	Apr.	3 Mos. Av.	Feb.	Mar.	Apr.
U. S. A. Average (excl. N. Y. City) .....	60.0	54.0	58.0	57.3	100	100	100
Nashville .....	61.2	58.8	61.9	60.6	102	109	107
New Orleans .....	60.9	52.2	82.9	65.3	101	97	140
Chicago F. R. District.....	60.9	56.7	60.4	59.3	101	105	104
Chicago .....	57.1	55.6	59.4	57.4	95	103	102
Davenport .....	66.7	62.1	61.2	63.3	111	115	105
Detroit .....	71.3	61.1	61.8	64.7	119	113	106
Des Moines .....	75.8	64.4	76.6	72.3	126	120	132
Flint .....	65.0	60.3	55.0	60.1	108	112	95
Fort Wayne .....	65.8	56.5	58.8	60.3	109	105	101
Indianapolis .....	73.4	68.8	68.8	70.3	122	127	119
Milwaukee .....	68.4	60.2	64.9	64.5	114	111	112
Peoria .....	73.9	62.8	69.1	68.6	123	116	120
St. Louis F. R. District.....	56.5	53.6	58.3	56.1	94	99	100
Memphis .....	61.0	54.1	57.1	57.4	102	100	98
St. Louis .....	60.1	58.9	63.3	60.8	100	109	109
Minneapolis F. R. District....	66.7	63.5	65.7	65.3	111	114	113
Minneapolis .....	65.7	66.2	68.4	66.8	109	123	114
St. Paul .....	74.4	63.6	69.2	69.1	126	118	118
Kansas City F. R. District.....	65.2	59.2	63.2	62.5	109	110	109
Denver .....	64.8	63.3	64.2	64.1	108	116	111
Kansas City (Mo.) .....	71.3	65.0	67.5	67.9	119	120	116
Lincoln .....	77.0	62.4	69.9	69.8	128	108	120
Omaha .....	60.4	53.5	60.4	58.1	101	112	104
Oklahoma City .....	65.3	60.0	61.1	62.1	109	111	105
Tulsa .....	62.1	52.3	60.7	58.4	103	97	105
Wichita .....	69.2	64.2	69.2	67.5	115	119	106
Dallas F. R. District.....	68.2	62.1	65.3	65.2	114	115	113
Dallas .....	69.5	64.9	64.1	66.2	116	120	110
Fort Worth .....	61.7	59.1	63.6	61.5	103	109	110
Houston .....	72.3	61.5	65.8	66.5	121	114	113
San Antonio .....	60.8	52.6	59.0	57.5	101	98	102
San Francisco F. R. District..	60.7	56.4	59.6	58.9	101	104	103
Los Angeles .....	63.5	55.8	63.2	60.8	106	103	109
Oakland .....	73.1	63.5	67.1	67.9	122	118	118
Phoenix .....	83.5	74.7	76.0	78.1	139	138	131
Portland (Ore.) .....	65.1	60.2	60.2	61.8	108	111	104
Sacramento .....	77.4	74.5	79.0	76.9	129	138	136
Salt Lake City .....	72.4	56.9	60.9	63.4	121	106	105
Seattle .....	64.2	60.0	58.0	60.7	107	111	100

## General Electric Sets to Work to Rejuvenate the Kitchen

All-electric, harmonized kitchens are being introduced by the Hotpoint Edison-General Electric Appliance Company, Chicago, on time payment plans as low as \$4 a week. The General Electric Kitchen Institute supplies kitchen architects and planners without cost to the home owner.

When a new home is being built these work with the architect or contractor in laying out the kitchen along the most modern and approved lines. If the kitchen is old, to be remodeled, services are similarly given without cost and the experts work with the home owner. If the owner wishes, he may supply a rough sketch, or blueprint, stating measurements, showing door and window openings, etc., and in a few days a complete plan will be returned.

Local contractors and dealers make estimates of costs and furnish all labor, materials and equipment. Thus the completed kitchen gives local labor employment and local firms business. The plan ties in with community trade development. The finance plan simplifies payment; makes the task a one-price job.

The completed job includes everything from an electric refrigerator, stove and washing machine to an electric iron and fruit-juicer. Or, if the buyer prefers, the kitchen can be laid out so that only certain devices are installed now. The start on an all-electric kitchen can be made, certain units put in, others to follow later.

Neither is it necessary to include all General Electric equipment. The purpose is primarily to sell the electric kitchen idea; to get the public to thinking electric-kitchen. Of course, General Electric equipment is suggested insofar as is practicable.

Lorin W. Smith, Jr., of the General Electric Kitchen Institute, told SALES MANAGEMENT:

"No two General Electric kitchens are alike. It is not necessary to select from any specific group of designs. Each kitchen is studied carefully and developed from the individual's floor plan.

"The entire proposition is worked out at once and the home-builder or owner simply gives the order to proceed with the kitchen as a distinctive, perfectly planned unit.

"More than 2,000,000 home-makers already have taken the first step toward owning a complete electric kitchen. These are the people who own electric refrigerators, electric ranges and electric dishwashers.

"We see in the more than 20,000,000 wired homes an enormous field for immediate business.

"The home-owner who sends a rough sketch to the Kitchen Institute, 5600 West Taylor Street, Chicago, will receive a drawing in actual colors, showing details of the proposed kitchen—floor plan and four wall elevations too.

"With the drawings are given complete recommendations. All that remains to be done is to make the final arrangements."

### Finds Philadelphia Facts

Ralph W. Jones, civil engineer, has become director of the research bureau of the Philadelphia Chamber of Commerce, succeeding the late Edwin E. Bach. Mr. Jones has been associated with the bridging of the Mississippi at Vicksburg, with construction of the Susquehanna Dam at Safe Harbor, with the tunneling of the Detroit River and with various steam and hydro-electric power plants.

The Chamber sponsors the Philadelphia Business Progress Association.

## Eureka Back in Black: Store Plan Is Better than Door-to-Door

Eureka Vacuum Cleaner Company, Detroit, announced last winter (SM, December 12) discontinuance of sales through retail branches and inauguration of sales direct to department stores and electric light companies, to supplement its door-to-door salesmen.

On January operations Eureka reported a profit of \$19,200—the first profit in 21 months. Since then, Fred Wardell, president, tells this magazine, the company has remained in the black.

The plan is working out "very satisfactorily," Mr. Wardell said. "We are operating a number of resale departments through electric light companies and department stores. In many instances, however, we are selling them the idea of operating their own department and they have taken over a number of our salesmen." Though volume is off, costs are off even more.

He expects that with the addition of a "large number of dealers," volume also will be increased. But "under conditions of today, one must forget volume and endeavor to operate on a profit or 'break-even' basis—thus being prepared to take advantage of the first signs of an improvement in business.

"We are very careful not to cut our price too low: It does not require much effort now to reduce the price, but it will be difficult later to raise the price and hold the customer. At the same time we must give dollar value."

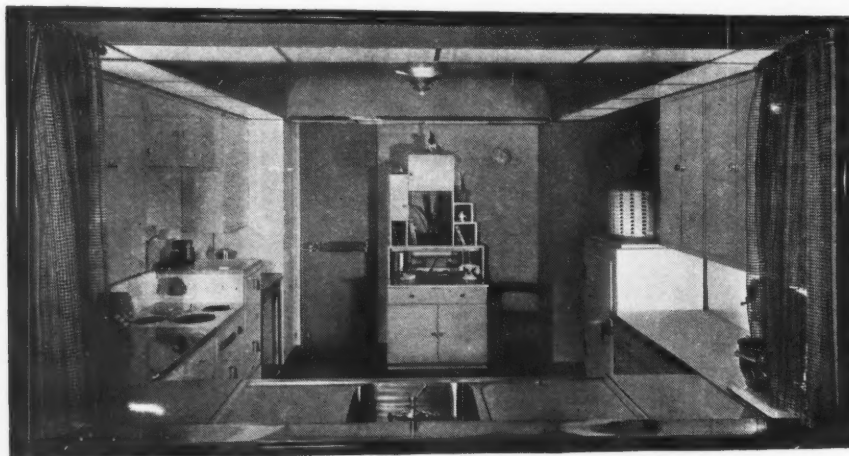
### House-to-House Sales Higher, Says Magazine

Manufactured products valued at more than \$2,000,000,000 at point of production were sold direct to the consumer by house-to-house or direct-to-user salesmen in the United States last year, the *Specialty Salesman Magazine* reports in summarizing the results of a survey.

Direct to consumer sales were larger than in 1930, and almost double the estimate of the United States Department of Commerce of \$1,000,000,000 for 1929.

### Burroughs Adds Typewriter

DETROIT — Burroughs Adding Machine Company has entered the typewriter field with a standard model at \$102.50, delivered in the United States. The machine is being sold and serviced by the regular Burroughs agency organization.



One of GE's tailor-made kitchens

# CASE NO. 97

(A SUBSCRIBER TO A WOMAN'S MAGAZINE)

"I used to read True Story every month, but for the last few months I have not bought it. I can't afford to buy it as my husband is out of work. He works for the . . . . . Company and has had nothing to do since the first of the year. Before my husband was laid off I subscribed to . . . I read that every month. If it was not for the subscription I couldn't read that either because I cannot afford a magazine."

# CASE NO. 311

(A TRUE STORY NEWSSTAND BUYER)

"My husband has a good business and although there are six in the family, we are not bothered by financial worries. All my children, except one, are in school. He is working. I like True Story fine because of the real life stories in it. I found the entire Household Hints in this month's issue very interesting. I lend my True Story."

★ ★ ★



CASE NO. 97. . . You can't sell merchandise to this woman—she isn't buying. She is out of the buying market because her husband is out of work. She is out of True Story because she can't afford to buy it at the newsstand. She hasn't entirely stopped reading magazines though, for she subscribed to a woman's publication "before" her husband was laid off.

This woman is probably no different from thousands of other women who subscribed to magazines at some time in the past. At that time they could afford to pay for the subscription but now they may be unemployed or clutching every penny—afraid to spend.

Subscription circulation is sold on a long term basis. These readers are assembled for a period ranging from six months to three years. Subscription circulation takes no cognizance of the fact that the subscriber may become a non-buyer or disinterested at some time before the subscription expires. Subscribers are probably readers but not necessarily buyers.

You are appropriating your advertising dollar to secure buyers for your merchandise—not readers for your advertising.

Your sales must be made to families who are buying at the present time. Past buyers are out of your market—but they are not out of the subscription market. Subscription circulation offers you no assurance of buying power at the time your advertisement is read. Newsstand circulation does—that's the difference.

In the opposite column is a case from the True Story Keenan Newsstand Study of a woman who still buys True Story regularly at the newsstand. Compare the sales possibilities of both families.

CASE NO. 311. . . You can sell merchandise to this woman—she is buying! She is buying True Story at the newsstand every month—her husband has a good business and they are not bothered by financial worries.

This family is typical of newsstand readers. It is typical of the newsstand circulation. Newsstand readers are employed readers. They have money to spend and what is equally important, a willingness to spend.

Every woman who voluntarily goes to the newsstand, money in hand, to buy True Story, is acknowledging her desire for the magazine, her ability to buy, her inclination to make other purchases.

Newsstand circulation reassembles a buying market for you every month. The non-buying or unemployed families automatically eliminate themselves; they drop out of the buying market and the newsstand market simultaneously. Only newsstand circulation provides this safeguard for you; only newsstand circulation weeds out the unemployed; only newsstand circulation gives the reader the option of discontinuing the magazine at any time and for any reason.

Sound, logical reasoning demonstrates the superiority of newsstand circulation. If you prefer statistical data the True Story Keenan Newsstand Study shows that 98% of True Story families are gainfully employed; and that 83% of the families who no longer read True Story gave up the magazine because they couldn't afford it. The complete study is available—if you haven't seen a copy, we will gladly send you one.



★ ★ ★

## NEWSSTAND SALE RECHECKS THE POCKET-BOOK EVERY MONTH



## Chrysler Forms Booster League to Harness Owner Good Will

To intensify and profitably to direct the force of owner good will, the Chrysler and Plymouth sales organizations are organizing the Chrysler Booster League.

Adapted from the custom of rewarding owners for reporting the names of prospects, the league adds these features. It is aggressive promotion and not merely an offer; it enrolls owners in an active organization; trains and encourages them to boost intelligently; rewards them with a choice of merchandise prizes instead of money, and provides favorable contacts with them by salesmen.

Each dealer forms a league by giving each salesman a list of 50 or more Chrysler and Plymouth owners and instructing them to call on two or more each day, explained Cliff Knoble, director of advertising of Chrysler Sales Corporation, Detroit. The salesman outlines the plan, shows them the prize catalogue, and, if they enroll, has them fill out an application, gives them some instructions, and leaves with them a copy of the catalogue, one of the "Booster Magazine," and a supply of prospect cards bearing his name. He also gives the owner and family a demonstration in a new Chrysler or Plymouth, so they can boost the better.

They boost the Chrysler and Plymouth and send in names of prospects. For each prospect sold the owner is awarded a certificate indicating credits earned and having a wholesale merchandise value of about \$5 to \$15, depending on make or model of car sold. The merchandise catalogue and system of credits were worked out by A. Cappel & Son, Dayton.

Salesmen call on their boosters monthly thereafter, ostensibly to deliver the *Booster*, a special publication issued by the factory, but bearing the dealer's imprint, which is the official source of information for the league. It describes awards, gives the simple rules, provides hints on how to get prospects and how to obtain the greatest benefit from membership, and carries, in words and pictures, news about the new Chryslers and Plymouths and sells the owners themselves.

Delivering the magazine each month also gives salesmen a reason and an obligation to call regularly on owners, which, said Mr. Knoble, is a duty dealers have never been able to get them to perform.

It is expected that, as a result, the

percentage of former owners who buy new Chryslers will be raised from the present 40 to 60 per cent in the process.

The plan was tried first in one territory and of the 325 members secured 20 purchased new cars themselves. They also reported hundred of names of prospects, many of whom were sold and also became boosters.

It was introduced nationally this spring—first to district sales managers. Then teaser stickers were attached to letters to distributors and dealers. These were followed by a folder which further aroused their interest and then, in March, they were given the complete plan in an elaborate portfolio. About the same time the plan was outlined in factory house organs and letters were sent to district managers, distributors, dealers and wholesale salesmen.

Next, an article by Mr. Knoble, entitled "Wanted! One Thousand Men!" appeared in *Chrysler Sales Management*, stressing the importance of contacting owners and being accompanied by a pledge card which 1,000 retail salesmen were asked to sign. While no mention of the Booster League was made, the article covered the subject fully and the pledge card listed the seven sales efforts involved.

Each salesman who signed the pledge received two letters, one from Joe Frazer, general sales manager, and one from Mr. Knoble. The latter outlined the league, with emphasis on how it would help the salesman. Then to make sure that all salesmen would see these letters, whether or not they had signed the pledge card, they were reprinted in a house organ.

Meanwhile Mr. Knoble's original article had been reprinted and mailed out with a letter from Mr. Frazer to all wholesale and retail sales managers, accompanied by five pledge cards, asking them to secure as many signers.

A third article appeared in the June issue of the house organ. Then all three were reprinted in booklet form and sent to all distributors, dealers and members of the One Thousand Club.

Newspaper advertising is the principal medium of promotion employed by hardware stores, the Commerce Department at Washington points out as a result of a survey of hardware distribution in the Gulf Southwest. Ninety-five per cent of the large city stores, 73 per cent of those in towns, 60 per cent of the implement stores, employ newspapers.



Cliff Knoble

## National Advertisers' Newspaper Space off 10 Per Cent in '31

National advertisers invested \$205,000,000 in newspaper space in 1931, compared with \$230,000,000 in 1930 and \$260,000,000 in 1929, the Bureau of Advertising, American Newspaper Publishers Association, New York, pointed out recently.

A total of 436 companies spent \$50,000 or more in 1931, with an aggregate expenditure of \$148,450,000, the Bureau estimated. In 1930, 470 companies spent \$177,045,000.

Declines in 1931, it was said, were due chiefly to reduction in advertising investment of automotive and radio companies. Eighteen automobile companies spent \$23,665,000 in '31, as against \$33,535,000 in '30; seven tire companies dropped from \$5,915,000 to \$2,910,000, and radio and phonograph expenditures fell from \$7,035,000 to \$2,995,000.

Expenditures of 64 food companies remained about the same—\$19,240,000 in '31, as against \$20,445,000 in '30.

Thirteen tobacco companies, on the other hand, increased their expenditures from \$23,885,000 to \$28,620,000. The latter figures set a record for expenditures of this group. Incidentally, several of the larger factors in the tobacco industry reported higher earnings last year.

Two other groups also reported larger advertising expenditures: six publishers increased their outlay from \$1,425,000 to \$1,695,000, and 12 wearing apparel concerns from \$2,035,000 to \$2,480,000.

# Bonbons

## FOR ANAEMIA



"How do you find things?" we recently asked an advertising agent who, in sounder times, was reckoned as very sound.

"Picking up," he answered. "I spent a day with X last week and I think he is going to buy our program suggestion—Bill Robinson in a tap dancing number." (Mr. X is the president of a notoriously sick business.)

"Then," he went on, "I think we'll sell the Whosis Company a twenty-six week series for chain broadcast. It's a pip of an idea—called 'Horse Laughs of History'. We have the Feathered people interested in a quarter-hour program featuring bird calls. Found a guy who can do swell imitations of birds—robin, oriole, finch—"

"Cuckoo," we concluded rudely. "How about advertising—you know, the kind with words and pictures we used to print in publications. Aren't you selling it anymore?"

He grinned, somewhat ruefully. "Well, we'd like to—but we have to sell what advertisers want to buy these days. And that's novelty. The old idea of setting them down to a schedule of publications and plugging along with sales work doesn't seem to have any sex appeal or something . . . they all want something new—and the goofier it is, the quicker they buy it."

WE HAVE no quarrel with radio. Radio is a great and valuable medium—and will be more valuable when most advertisers learn how to use it.

Entertainment, however good, is hardly strong persuasion to people afraid to spend money. And novelty, while always an asset in advertising, is not enough.

But many firms which need business badly

*(Continued on next page)*



(Continued from preceding page)

are taking bizarre means of attracting it—buying advertising bonbons for business anaemia.

THESE are trying times for business—but times to use tried methods for getting business.

This is the time to use newspapers.

The newspaper has not been discarded by depression. It still holds its circulation—and its audience. The audience wants it, and pays for it—every day!

The newspaper permits you to pick your better markets, and avoid advertising waste in poor ones; to reach customers to whom you can and do sell goods now.

The newspaper permits you to do serious selling—to use fact and reason and argument to pry dubious dollars out of wary wallets.

The newspaper permits frequency of appeal—at very low costs.

For better sales and better business, mobilize

your advertising dollars where they will do you most good *this year*—in newspapers.

IN NEW YORK, we still have a great metropolitan market fortunate in its economic structure, concentrated with customers, still rich in money, incomes and jobs. Nowhere else in the world today is more merchandise being bought and consumed.

And we still have a great medium here in a great newspaper, preferred by a majority of customers in America's best market—The News. It has grown greater in adversity. Its circulation was never higher—its milline never lower. More people see the advertising on its small pages, pay more attention to its columns—and your advertising—than ever before!

The News can help you get more business from the audience of the largest circulation in America—this year! Say when!

**THE NEWS** *New York's Picture Newspaper*  
LARGEST CIRCULATION, DAILY AND SUNDAY, IN AMERICA

220 EAST FORTY-SECOND ST., NEW YORK

Kohl Building, San Francisco

Tribune Tower, Chicago



## Parker Leads in Another "National Pen Census;" and Tells the Trade

Nearly 32 per cent of 22,498 persons who participated in a "national pen census" conducted by the Recording & Statistical Corporation, Chicago, now own Parker pens and more than 47 per cent of them expect to buy Parkers next.

More than 37 per cent of these same people, on the other hand, now use Sheaffer ink, and 33 per cent will buy Sheaffer next.

The survey was sponsored by Parker Pen Company, Janesville, Wisconsin. It appeared in the form of a quarter-page advertisement in the February 20 issue of the *Saturday Evening Post*. No pen or ink manufacturer was mentioned in the copy, which was signed by the Statistical Corporation. To obtain as many replies as possible, however, "a leading manufacturer of writing supplies" agreed to send free, postpaid, one of his products to every one who answered four questions on an attached coupon.

What make (or brand) of fountain pen do you own?

If you were to buy a fountain pen, which make (or brand) do you think you would choose?

What brand of ink do you now use?

If you anticipate changing, which brand will you buy next?

Participants were requested to sign name and address and to mail to the Statistical Corporation before February 29.

A total of 7,105 of the 22,498 who did so said they owned Parker pens; 4,371 Waterman; 4,263 Sheaffer; 1,190 Conklin. On the other hand, 10,625 said they would buy Parker pens next; 6,040 Sheaffer; 3,242 Waterman, and 699 Conklin. Wahl, Moore, Swan and Carter pens were lower down both columns in that order.

Parker did not show up so well among ink users, but its prospects there also are improving. Sheaffer was first among "brands now used," with 8,424; Waterman second, 5,147; Carter, 4,114; Parker, 1,997. Sanford, Stafford and Higgins trailed. Among ink brands to be bought next, Sheaffer was still first, with 7,454; Parker had risen to second, 4,703; Waterman, third, 3,102; Carter, fourth, 2,729.

Parker is now telling the story in an elaborate and detailed booklet to the trade.

Previous polls have been sponsored by the Parker Pen Company, of 100,000 telephone subscribers; of students of 66 colleges; of magazine subscribers in twelve locations.



## Finds Motion in Display Nine Times as Potent

Motion in window displays is about nine times as effective as "still life," the U. S. Industrial Alcohol Company has found.

In tests conducted during the noon hour in a window in the Lincoln Building, on Forty-second Street, opposite the Grand Central Terminal in New York City, an educational exhibit without motion drew 105 people.

On the second day, with motion employed, 950 persons paused to look at it.

The display shows the widespread use of industrial alcohol in industry for lacquer, toilet preparations, artificial leather, anti-freeze, food extracts and other purposes. Toward the rear is a model of the Baltimore plant of the company.

Motion is provided by an electric train "calling" on various miniature factories. During the three weeks this display has been operating 536 people have called at the offices of the company on the nineteenth floor of the building for copies of charts on the uses and manufacture of industrial alcohol.

## Silversmiths' Program, Pushing "Value," Aids Jewelry Trade

People are changing from "price" to "value," Alexander Vincent, secretary of the Sterling Silversmiths' Guild of America, Providence, points out to this magazine, in commenting on the results of the first cooperative campaign in the history of the industry.

The campaign appeared first in December issues of *Vogue* and *Harper's Bazaar*. The Guild used double-page spreads, featuring 72 open-stock competitive sterling patterns. Immediate sales were so gratifying, Mr. Vincent said, that the message was repeated in the May 15 issue of *Vogue*.

This copy pictures and names 62 competitive sterling patterns made by the Alvin Corporation, Gorham Manufacturing Company, Dominick & Haff, Reed & Barton, Rogers, Lunt & Bowlen Company, Towle Manufacturing Company, International Silver Company and R. Wallace & Sons.

The theme, as in the previous message, was quality, at prices from 25 to 35 per cent lower than in recent years. Housewives were counseled to build up a service of matched sterling

both for smartness and for economy.

To estimate results, the Guild canvassed 500 well-rated jewelers throughout the country either by personal visits of Guild representatives or by questionnaire. Sixty-five per cent of these stores reported from several to many references to this advertisement by customers, and 54 per cent noted an increase in sales traceable to the advertising.

Of 300 stores replying to more specific questions, 80 per cent noted comments by customers on the present low price of sterling; 57 per cent appreciable or very marked increase in self-buying among their customers (it is estimated that 75 to 90 per cent of sterling purchases have been entirely for gift purposes); 73 per cent reported increase in match-up or fill-in business; and 46 per cent an appreciable increase in the number of new flatware sets started.

While 46 per cent reported "appreciable or very marked increase" in the number of new flatware sets started, 54 per cent reported some increase in sales of this type.

## Austin, Still Trying to Crack American Motor Car Market, Thinks Depression Will Help

The American Austin Car Company, after more than two years of difficult plugging to put a seven-horsepower "bantam" car over in the United States, is not yet dead. Nor does it sleep. It has a feeling that faith—with, of course, a good product and merchandising ingenuity and aggressiveness—can move mountains. Even mountains as tough and heavy as American prejudices.

There is something dramatic about the ability of this little company with the little car to keep going in the face of obstacles that have vanquished some of its larger and older competitors in this period. Nearly all other cars here were made to meet the American "bigger and better" frame of mind. Austin dared derision and apathy to change it. It has reduced the amount of derision and refuses to consider the apathy. It is seeking to profit by its experience, and believes that, with the enforced economies which depression now imposes on American motorists, and, perhaps, with the entrance of some other factors, such as General Motors Corporation (SM, May 15, p. 208), to the American bantam-car field, the time will come soon when economy will count for more than size.

The American Austin is a close relative of the British Austin, long popular over there. Low horsepower cars of one kind or another prevail on the highways of Great Britain and the Continent. It was called the "bantam" to suggest hard-hitting littleness. The year 1929, however, proved unpropitious. America was skeptical.

Austin emphasized low initial cost and especially low operating cost—40 miles to a gallon of gasoline and operating savings of \$20 a month from other types of transportation. But the public was not so much interested in low-cost operation then. In the nation's slogan of "bigger and better," the emphasis was on the "bigger." The Ford Model T, except in certain rural localities, had quaked its last and the Chevrolet four had become a six. Beside a Model A Ford or a Chevrolet, the Austin looked like a baby carriage or a boy's scooter. Except for size, however, the Bantam Austin was attractive. If one were not too broad nor too tall, it was comfortable to ride in. It was easy to operate. But our proud and purseful American thought it silly to look at and felt

even sillier to be seen riding in it.

And that was that.

Throughout the two years, however, Austin has kept up its educational program. More than that, it has taken steps to adjust itself to the American viewpoint. Originally, for example, it was introduced as a "second" car. It was introduced to dealers on a similar basis, to complement the line of larger cars they were then handling.

Then last October (SM, October 31) Austin introduced what might still be a revolutionary sales idea. It was called "free motoring," and was tried out in three markets—Butler, Pennsylvania, where the Austin factory is located; Philadelphia and Pittsburgh. To emphasize low operating cost every purchaser received a book of tickets for gasoline and oil, to be presented at any Gulf filling station, and a certificate entitling him to free service and repairs at a local factory-supervised service station. The cost—with "free motoring" for a year thrown in—was \$435 for the standard coupe to \$565 for the cabriolet. It has not yet proved its worth, but the Austin people still have faith in it.

"On the other hand," explained one Austin executive, "in the southern sections, where the income of the average family has shrunk the most, Austin sales have been gaining by leaps and bounds. In a long-distance conversation yesterday with one of our largest distributors in the South, he said that his requirements for the next 30 days would be 146 cars."

This executive strove to disprove the assumptions that the Austin is less comfortable to ride in than larger cars, and that it requires a special technique of handling.

"We know the economical type of transportation is here to stay," he added. "The present business situation has gone a long way to break down the false values we place on appearances. This situation is forcing budget balancing on our nation, state, county and city governments, as well as on industrial and mercantile concerns, and individuals—including salesmen who have a per diem transportation allowance.

"We expect to supplement the present models with one of a larger wheel base. It will have, however, the same general characteristics of major assemblies, in order to keep the weight and operating cost at a minimum."

## Keim, of Squibb, Finds Druggists Eliminating "Junk" from Shelves

R. D. Keim, general sales manager of E. R. Squibb & Sons, New York, had just returned from a swing around the country, to find out how the company's "Primary Markets" plan (SM, February 20) was coming along. He was not able to talk in detail yet about results and changes brought about by that plan, but he had plenty of observations on trends.

The depression, he said, has increased the trend toward selectivity. Manufacturers are selecting their wholesale and retail distributors more carefully; retailers their lines and brands.

One San Francisco druggist told of an idea he had employed to move slow-turnover items. He announced a "Your Conscience Sale," and dumped the whole lot of them on a table where everyone could examine them. Customers were requested to pay only what they thought an item was worth. It was a rather delicate mental procedure. Some customers would lay down a nickel for an item, get as far as the door before their conscience bothered them, and come back and put down a nickel or a dime more. Others would find price-marks on items and ask the dealer if they were not expected to pay as indicated. The dealer would remind them gently that the price-marks had nothing to do with it. "Pay as much as it's worth to you," he said.

Usually the amount paid was about what the item was worth—and the sale moved the goods.

The druggist, of course, cut out those lines.

He chided us editorial people for confusing the words "substitution" and "switching" in reference to the drug store trade. Switching, he pointed out, has to do with brands, substitution with ingredients. For instance, if you go into a drug store and ask for Squibb's Dental Cream and the clerk tries to sell you something else, that's switching. But if your prescription calls for certain chemicals or pharmaceuticals and the pharmacist dispenses some other chemical or pharmaceutical, that's substitution.

"Conscientious and honest pharmacists," Mr. Keim said, "are in the majority and do not practice substitution. I think there is a tendency," he added, "toward less switching. National brands and private brands are both here to stay, but people are, for the most part, being given what they order."



## *The Pulitzer Prize in Journalism*

For the most disinterested and meritorious public service rendered by any American newspaper during 1931 has been awarded to

**THE INDIANAPOLIS NEWS**



*From the Announcement of the Award by the  
Board of Trustees of Columbia University*

● "On August 30, 1930, at the beginning of the budget making period in Indiana, The News launched a campaign to eliminate waste in city management and to reduce the tax levy. The news and editorial departments were mobilized for a period of approximately eighteen months and exhaustive studies were made throughout the state. As a result of carefully coordinated effort, ably directed, eighty-six counties in Indiana made reductions in their budget . . ."

*The Indianapolis News is deeply appreciative of the honor conferred upon it by the members of the Advisory Board who judged the exhibits submitted and the Board of Trustees of Columbia University under whose direction the award was made.*



## Radio Firms, Confident, Spend \$200,000,000 for Facilities

In anticipation of improved business in 1933, the radio industry is spending \$200,000,000 for new machinery, dies, raw materials, labor and overhead. J. Clarke Coit of United States Radio & Television Company, president of the Radio Manufacturers' Association, pointed out at the opening of the industry's eighth annual convention and show in Chicago last week.

Mr. Coit estimated that 15,000,000 receiving sets are now in operation throughout the country. "There should be a good volume of replacements," he said. Besides, nearly half of American homes still are not radio equipped. "We believe that the record of last year, when 3,500,000 sets and 50,000,000 tubes were sold, will be bettered."

Browsing around at the convention and show, SALES MANAGEMENT learned that:

Practically all tubes for the coming year are smaller—which means smaller sets. These tubes have required the designing of entirely new circuits. They have "practically eliminated hum"; are a "big advance in eliminating fading." Noise in shifting from station to station is vastly reduced.

As a merchandising factor this is very important. Owners of previous sets will feel the "shame of obsolescence."

Radio engineers point out that transformer windings have been cut down; even the size of wires is less.

\* \* \*

Radio manufacturers seem to have gone refrigerator on an impressive scale. U. S. Radio & Television shows five models, \$99.95 to \$169.95, announcing hermetically sealed mechanism.

Crossley, the All-American Mohawk, Stewart-Warner, Grigsby-Grunow, Sperton, Clago Manufacturing, showed refrigerators. Prices from \$79.50 up.

\* \* \*

Stewart-Warner introduced "magic dial"—four dials in one. By a turn of a switch the standard dial disappears and one of three short wave dials appears. The switch is a master wave band selector. Short-wave bands are calibrated in meters; others in kilocycles.

\* \* \*

Kolster's stunt was to run a radio and a violet ray machine side by side—no static. Kolster claims to have eliminated 98 per cent of all "man-made static."

Capehart exhibited a short wave and long wave and automatic repeating phonograph set with attachment for making your own records and for recording broadcast programs.

\* \* \*

Philco boasted—Magazine advertising, 250,050,000 pages; 18 per cent of all radio advertising in magazines; more than the total of its five nearest competitors. Local newspaper advertising, 70 per cent as much as its eleven nearest competitors; more than the combined advertising of its four nearest competitors. A complete new line, \$36.50 to \$295.

Circus handbills announced "The Mystery in Room 534." Arriving there the mystery became Philco's "Rainbow Dial." This is color tuning; a dial in four colors for short and long wave selection; said to make everything very simple when you understand it. Triple unit speaker; for high, medium and low frequencies.

\* \* \*

Atwater Kent also goes to color in tuning—the "Tonebeam." Neon tuning is another name for it; by eye rather than by ear. You dial correctly with the volume control fully retarded. "Pleasing glow," said the salesman.

\* \* \*

"Cabinet in Kolith" is another selling phrase. This is a 19-pound portable set in black-and-silver, powder blue, jade green or lacquer red. Made by Phelps Radio Corporation, Chicago. Cost, \$29.50 to \$35; carrying case, \$3.50 more. Kolith is a hard, heat-resisting substance, chemically made and shaped in a mould.

\* \* \*

Emerson clicked with a short and long wave set for \$24.50; with Cunningham tubes complete; nothing else to buy. Regular broadcast receiver, \$19.50. Other models, short and long wave, up to \$79.50.

\* \* \*

Clarion—a six-tube, new type mid-set with continuous tone control and other features, for \$29.95 complete. Top, 12-tube set in six-legged cabinet, \$69.95. Price appeal.

\* \* \*

General Electric Radio made a splash with its large line of handsome radios and a showing of electric clocks. Its dealer appeal—"Why doesn't the radio retailer use more black ink?" More advice—"Believe your own ears when you pick radio."

### Mr. Ames of Duesenberg Sees Hope for Luxuries

Charles M. Schwab's recent statement that "there are no rich men any more" has been refuted by H. T. Ames, president of Duesenberg, Inc., Indianapolis, in announcing a 320 horsepower supercharged car to sell for \$16,000 to \$20,000, "depending upon the type and equipment of the custom-built bodies" desired.

"People still have the desire to own quality merchandise," Mr. Ames told this magazine, "and a sufficient number still have the means to have fine motor cars built to their order."

"Duesenberg now sells considerably more cars above \$8,500 than all the rest of the companies, both foreign and domestic, put together."

### Shell Petroleum Adopts One-Cent Sale Method

Increased competition and decreased general business conditions are quickening the merchandising practices of the big oil companies. A recent development in this trend is in the "department store filling stations" (SM, March 12).

Now Shell Petroleum Corporation, St. Louis, is introducing one-cent sales of by-products.

The sales are being run three days a month during April, May and June by Shell filling stations and dealers throughout the middle west, explained C. W. Manville, manager of the Technical Products Department. They follow tests in New Orleans and Chicago territories last February, and are intended to meet lower-priced competition without cutting list price.

The by-products included are a lighter fluid, spot remover, handy oil, fly spray (in competition with Standard of New Jersey's Flit) and cleaning solution. Two cans of equal price comprise the unit of sale—the second being sold for one cent. The program, however, permits the interchange of items of the same price.

Returns indicate that the April three-day sale trebled the entire volume for these products during the whole of March. With an extensive tie-up with drug chains now being effected, Mr. Manville expects May to make an even better showing.

The products, introduced in 1930, are being sold through drug, grocery and other wholesale and retail outlets—as well as the Shell filling stations.



*American Womanhood's Battle of '32*

### "War Posters" Employed against Prohibition

The symbolic poster technique exploited during the World War to sell Liberty Bonds and to aid the stricken of allied countries is being used by the Women's Organization for National Prohibition Reform to sell women of America on voting for repeal of the Eighteenth Amendment.

Twenty-five thousand window cards, 10,000 one-sheet posters and 1,000 24-sheet posters constitute the initial order with the W. F. Powers Company of New York, which, incidentally, lithographed many of the war posters. More material will be prepared as needed until every available space will be covered with the message.



*... and of '17.*

## Test Markets Covered in One Day; Postal Boys Introduce Shampoo

Telegraph wires and Postal messenger boys replaced salesmen in Syracuse and Rochester, when the National Oil Products Company of Harrison, New Jersey, introduced a new product, Euthol, in these markets with test campaigns.

Complete distribution was effected in both cities in drug stores and beauty salons within 24 hours, and it is said to be the first time that telegraph boys have delivered packages containing free goods, set up counter displays, and reprints of the current advertising together with a 50-word night letter announcing the product, prices and impending advertising campaign.

A return C. O. D. message was also included in a kit delivered by the messengers, and National Oil Products received 64 return wires within two days after the distribution ordering an introductory deal to be delivered and billed through local jobbers.

The plan was devised and executed by the Charles Dallas Reach Advertising Agency, Newark, working in conjunction with Postal Telegraph Company.

Euthol is a soapless, latherless, soluble in water, olive oil preparation combining a shampoo, a tonic, and a dandruff preventive. To launch a product on a market in times like these, particularly one bearing a price higher than competition, would be a long and costly selling job. At best, the retailer's attitude would probably be one of indifference . . . another new product, and a high-priced one at that.

Indelibly to stamp the name Euthol in the retailer's mind; to impress him with the fact that this product is not "just another shampoo"; to foster his good will and interest; and to obtain point-of-sale tie-ups with the advertising as well as stock on his shelf, were the problems that telegraph delivery was called upon to solve.

The first step was a drug trade advertisement announcing that Euthol was "going national" and would be in Syracuse and Rochester the last week in April. Reprints of the advertisement were mailed to every druggist in both cities. Window displays were then booked two weeks in advance for a mysterious, unknown product backed by a million dollar concern which would come on the market in a unique manner with intensive advertising. In Syracuse, 63 druggists, and in Rochester 97 agreed to allow full windows to be installed on the date planned in the campaign.

Monday morning, April 18, Postal boys started out with packages and night letters which read:

"Euthol a revolutionary fast selling cosmetic entering Syracuse market backed powerful advertising half pages Herald Journal starting Thursday Stop Read full details box containing free goods herewith our compliments Stop Order high profit introductory deal telegram collect Stop Prices protected sale guaranteed 30 days Euthol proven big repeater other markets.

NATIONAL OIL PRODUCTS CO."

By four o'clock that afternoon distribution was completed with but 12 rejections out of 233 druggists in the two cities. By noon the following day 64 wires had been received in Harrison. Merchandise men from the newspapers followed up the telegraph boys in Syracuse Tuesday and Wednesday and found almost every counter display in plain sight, and the druggist familiar with the product and the campaign.

In Rochester radio advertising was used, and the follow-up calls were made by a Euthol salesman who reports the same reaction.

Window displays then began to appear about the cities and Thursday the advertising broke. On Saturday both jobbers placed reorders for Euthol.

G. D. Davis, general sales manager, said that National Oil Products would consider it a major part of distribution plans in opening other markets.

### \$22,900 Transport Plane Launched by Stinson

WAYNE, MICHIGAN—First deliveries of the new Stinson ten-passenger, two-pilot, tri-motored transport plane will be made June 1, L. B. Manning, president of Stinson Aircraft Corporation, announced this week. The plane is priced at \$22,900, which is said to be considerably below that of competitive companies.

### Hall Printing Busy

The W. F. Hall Printing Company, Chicago, has added around 300 people to its working force within the last month, Frank R. Warren, president, announced today. From 800 to 1,000 more will be added by July 1, it is expected, to take care of requirements on catalog work.



## An Inquiring Reporter's Memo to Ford, Chrysler and Chevrolet

(Continued from page 235)

the car, the manager did not give me the price as I asked, but said he wanted to do some more thinking and asked that I come back when the salesman would discuss the figure with me. Giving the salesman this opportunity to close me when he gave me the price was good selling. The salesman muffed his opportunity somewhat, however, because when I came back to get the price from the salesman, I called him out to the curb where I had my car and where I could get away conveniently if his price didn't satisfy me. Instead of inviting me into the showroom to sit down where he could have a better chance to close me and to get the help of his manager in case I balked, the salesman gave me his figure at the curb, making it easy for me to tell him "I'll think it over" and drive away, before he had a chance to find out why I didn't buy.

In contrast to the Chevrolet salesman, the Plymouth salesman spent little time in telling me the features of his car in the showroom. When I seemed to express surprise that floating power could do all he claimed for it, he asked me to take a ride and see for myself. In the course of the demonstration this salesman did most of his selling, pointing out the automatic clutch, speed, pickup, braking, etc. To establish his points on floating power he stopped the car on the road and opened the hood, showing how the motor was suspended on two points, and how this rubber suspension permitted it to vibrate without transmitting this vibration to the frame when the car was speeded up. But right here his excellent demonstration fell to pieces, due to no fault of the car, as I later found out elsewhere. When this salesman's Plymouth stood with the motor idling, the car shook quite perceptibly. As soon as he speeded up the motor, the vibration stopped. Frankly, I was surprised and thought to myself, "here's the rub in floating power." The salesman tried to explain it by saying that the motor was new. That didn't convince me because when I stepped up the throttle slightly the unpleasant vibration stopped. The salesman floundered around and tried to change the subject.

If I had not had another Plymouth demonstration later on in Norwalk, Connecticut, I would have been for-

ever convinced that floating power was deficient. In the Norwalk demonstration no unpleasant vibration was noticeable when the motor idled because I tried the throttle to make sure. Regardless of why the Stamford dealer's car motor vibrated unpleasantly, the prospect has not the time or technical knowledge to find out. What a pity this salesman had not made sure his demonstration car was running right before he undertook to let his prospect sample the product!

## What Princess Pat Has Learned About Selling to Women

(Continued from page 233)

"We foresaw that a brilliant, lively package style was to be a predominant feature in the modern beauty world; visioned its advent while yet the great cosmetic companies were unaware of change."

Then, as we talked, Princess Pat returned in memory to her small beginning—

"We started our drive for expansion by buying advertising space," she said. "Motion picture magazines were used early. We developed new rouges and told the story everywhere. We arranged lectures by beauty experts when beauty lectures still were young. We developed interest and demand."

"Then and not till then did we employ salesmen. A few in the beginning were recruited to cover states adjacent to Illinois. Their instructions were to 'high spot,' call only on the leading stores. Jobbers, too, were contacted and told the story of the Princess Pat line."

"More and more salesmen were added, cautiously, until from 'high spotting' the salesmen were instructed to call on every drug and department store. So, though it took years, the day came when the world was our field. Princess Pat's export volume alone now would constitute a large beauty preparations business."

"A thousand brands of cosmetics have budded, come into bloom and withered in these twenty-five years. There is great mortality among them. Neither do these sum up all of our competition."

"There was a time when practically every beauty shop, no matter how small, considered it profitable to put up a few preparations under its own name; but recently this view has changed somewhat. Modern advertising and selling methods make it so much easier to sell a well-advertised, standard product, that the prosperous

beauty shop is now inclined to discontinue the bother of limited home-made production."

Princess Pat continued—

"Beauty preparations are divided into two groups: one group is for skin care and takes in creams, lotions, astringents and the like; another group is for make-up and comprises the artistic items, such as rouge, powder, lipstick, eyeshadow, mascara, and so on. Many cosmetic houses have failed because, in their selling plans, they jumbled all cosmetics into one classification, failing to see the sharp line of division between the two groups."

"Other houses have succeeded by manufacturing only one of the two groups and ignoring the other. Our organization, by clear insight into the cosmetic problem, has developed both branches, each according to its use, and thus has had tremendous success in both, with no possibility of confused purpose in its selling methods. The importance of this classification in planning sales tactics can readily be appreciated."

"Make-up is almost as much subject to style-trends as women's dress fashions. We make a careful study of style trends and have our part in forecasting and creating cosmetic styles."

"Specifically, I might mention the idea of having make-up harmonize with costume colors. That is my contribution. Let me illustrate."

"If a woman wants to wear red, which pales her face, she brings make-up back into harmony by using a vivid rouge shade. If the costume is a pastel shade, she should use medium or English Tint rouge."

"The idea goes further—has even more amazing results. Women are enabled to wear costume colors which ordinarily would clash with their particular type; the clever harmonizing of cosmetics and costume color reconciles skin tone and gown perfectly. Thus a woman's dress 'repertoire' is widely augmented and a tremendous impetus given to style and the fuller enjoyment of its pleasures."

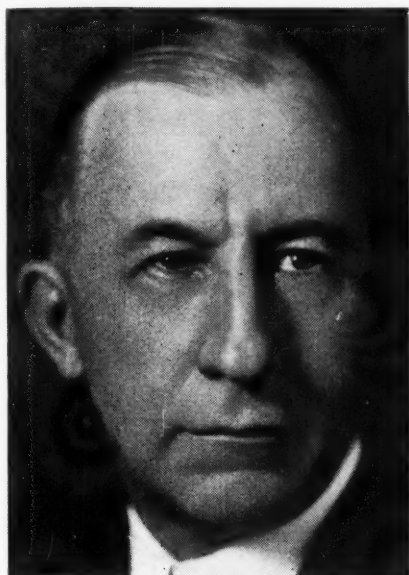
"Incidentally, these style trends are also a help to business, materially increasing the sale of rouge."

Increasing the scope of my lady's beauty and at the same time increasing her demand for cosmetics! Good salesmanship! Business!

## Fight Free Installations

The practice of some oil distributors of advertising free range burners and oil burning stoves in exchange for long term oil contracts, will be fought by the legal department of the Distillate Burner Manufacturers' Association, the American Oil Burner Association, New York, which is cooperating in a drive to stamp out this practice, announced recently.





Charles W. Gold

## "Gold Rush" Campaign Lifts Pilot Life Sales 49 Per Cent in April

With a 49 per cent increase in submitted business over March—heretofore its banner production month—Pilot Life Insurance Company, Greensboro, North Carolina, successfully staged a Gold Rush campaign in April, honoring President Chas. W. Gold, who has just completed his term of office as chairman of the insurance division of the United States Chamber of Commerce.

The April production exceeded by \$500,000 the total submitted for April, 1931, in spite of financial difficulties throughout the South, wherein the company's activities lie.

Interest in results obtained was focused by means of "golden production wallets," reproduced upon gold stock in the form of a leather wallet. Each producer received one with the suggestion that others be requested for completion and forwarded to President Gold "who started in life insurance business carrying rate book and wallet" himself. Space was provided for listing six applicants' names in each wallet, thus spelling the president's name—"C. W. Gold."

A total of 81 wallets were fully completed, the leader in this performance being E. S. Yarbrough, Durham, with six, thus giving him an average of over one application a day in April.

Interest was further stimulated among the 450 agents by a special Gold Rush bulletin service augmenting the weekly house magazine, the key thought based upon methods of finding and producing gold.

## Grocery Stores May Sell Majestic Refrigerators

Grigsby-Grunow, Chicago, maker of Majestic refrigerator, reports an \$80,000-a-week payroll and an output of 850 to 900 refrigerators daily. Sales to consumers, it is reported, have recently been averaging 4,100 a week.

The plant is operating twenty-four hours a day with orders on hand to insure that schedule for thirty days. The company makes refrigerators to retail at \$99.50 to \$149.50.

Grigsby-Grunow, with its under-\$100 model, is said to be eyeing drug stores, groceries, hardware and small general stores as likely outlets.

## Utilities Ranked First as Appliance Outlets

Thirty-two per cent of all electrical appliances are distributed at retail by public utilities, which outrate department stores by 8 per cent, but department stores lead in the distribution of table appliances with 30 per cent, the Electrical Merchandising Joint Committee, sponsored by the National Retail Dry Goods Association and the National Electric Light Association, has discovered.

The breakdown by types of outlets for all appliances is as follows: Utilities, 32 per cent; department stores, 24 per cent; electrical specialty, 10.2; furniture, 9.9; electrical contractors, 8.6; manufacturers' branches, 6; radio, 2.5 per cent; mail order, 1.9; plumbers, 1.6; music, 1.5; hardware, 0.9; jewelers, 0.6; drugs, 0.3 per cent.

The breakdown for table appliances is: Department stores, 20 per cent; utilities, 18; electrical specialty, 18; electrical contractors, 16; furniture, 5; mail order, 4.4; jewelers, 4; manufacturers' branches, 3; radio, 1.1, and music, 0.5.

H. C. Thomas  
Westinghouse Employee "Driver"

## Every Employee of GE and Westinghouse Joins Sales Drives

Though detailed figures are not yet available, the "all employee" sales campaign of the Westinghouse Electric & Manufacturing Company during May apparently has proved so successful that all employees of General Electric Company will become potential salesmen and saleswomen in June.

Money hidden for 25 years has been coaxed back into circulation as a result of the Westinghouse campaign, H. C. Thomas, campaign manager, told this magazine. Five \$1 clearing-house certificates, used in place of currency during the money panic of 1907, were restored to circulation as part of a cash payment on an appliance.

The percentage of credit accounts being opened is relatively small.

Westinghouse refrigerator sales, handled in Pittsburgh by Whitehill & Danforth, Inc., are showing an increase, partly as a result of the factory employe contacts with friends and neighbors in that district. Several distributors and dealers have increased their sales organizations.

A feature of the Westinghouse plan is a prospect slip. When an employe gets a live prospect, he fills out the slip in triplicate. One copy he retains, one he hands to the prospect for presentation to a certain dealer, and the third he sends direct to the dealer.

Formerly assistant general manager of the Merchandising Department, Mr. Thomas for the last three years has been director of manufacturing stocks.

T. K. Quinn, vice-president, is supervising the General Electric campaign. "By interesting friends, neighbors and relatives to such an extent that an appointment can be made for a professional salesman to call," Mr. Quinn said, "the employe becomes eligible for a 5 per cent commission on every article sold, provided each sale is closed before June 30."

Not only employes now on the payroll but those who have been temporarily laid off since January 1 may participate. Sales are to be at established list prices, and eight home appliances will be included: refrigerator, radio, range, washing machine, ironer, sewing machine, vacuum cleaner and sun lamp.

In a national broadcast May 27 General Electric invited listeners to make inquiries of its employes.

Edison General Electric Appliance Company, maker of the GE-Hot Point range, has been running a similar campaign among its factory employes in Chicago.

# The Largest and Most

Near the Center  
of the Dial



Near the Center  
of Population



The wit and humor of Pat Harrington, WLW tenor and Master of Ceremonies, is eagerly listened to by a vast radio following.



The Morin sisters add spice and variety to many WLW programs.



"The Flying Dutchmen," with director William Stoess are heard over WLW weekly.



"The Sonneteers," who have won many friends among the nation's radio audience with their delightful musical entertainment.



The click of castanets accompanies the tangos and other Spanish airs played by the WLW "South Americans."



The famous Sidney Ten Eyck is known all over the country for his inimitable wit. As Master of Ceremonies for "The Doodlers," he shows unusual talent.



"Highnoon" the "radio dog" is one of the most interesting and unusual features of WLW.



"Ramona" stands among the most distinctive pianists in radio. Her rich voice has unusual tone and depth that carries extraordinarily well over the air.



Mary Steele, WLW "blues contralto" has won the hearts of radio listeners everywhere.

# Brilliant Array of Radio Artists Offered by a Single Station



The colorful, brilliant and unusually large staff of radio artists at WLW is unequalled by any single station. The spice and delightful variety that these air entertainers inject into radio programs, plus WLW's 50,000 watts power, have built up a vast and enthusiastic radio

audience. The phenomenal results obtained for WLW advertisers is proof of the popularity of these radio stars and the effectiveness of "the Nation's Station" as a powerful and profitable advertising medium.

## WLW PROGRAMS

These representative WLW programs are produced exclusively by WLW players and artists from the WLW studios, in Cincinnati.

"The Trial of Vivienne Ware," dramatic production, for the Standard Oil company of Ohio.

"Peanut Pietro," dialogue, for Planters Nut and Chocolate Company.

"Bathed in Loveliness," music emotional, for Bathasweet.

"The Dayton Thoroughbreds," light opera, for the Dayton Tire and Rubber Company.

"The Zero Hour," with narrator, for the Crosley Refrigerator Division.

"Kruschen Program," deep river orchestra with fast vocal trio, for Kruschen Salts.

"International Old Bill," rural music and philosophy, for International Oil Heating Company.

"Maxwell House Cotton Queen," minstrel type show boat setting, for Maxwell House Coffee.

"Ivanhoe Playhouse," review type vaudeville setting, for the Ivanhoe Mayonnaise Company.

"Jim and Walt," personality harmony duo, for the Alabama Georgia Syrup Company.

"The San Felicians," minstrel type without endmen, for the San Felice Cigar Company.

"The Flying Dutchmen," over the blue network, for The Crosley Radio Corporation.

"The Crosley Follies," New Yorker style review, with music and master of ceremonies over special network.

"Centerville Sketches," rural dialogue, for Hires Root Beer.

"Old Man Sunshine" and his "Toy Band," juvenile production character, novelty, orchestra, for Wheatena, Peter Pan Fabrics and E-Z Underwear.

"The Mail Pouch Sportsman," sports review, for Mail Pouch Tobacco Company.

"The Afternoon Round Table," for Dryodine Food Products.

"Tangee Musical Dreams," musical fantasy with Don Juan type master of ceremonies, for Tangee Lipstick.

"Pebeco Exercises," physical instruction with light philosophy and music, for The Pebeco Company.

In the interest of its clients and as part of its service, WLW maintains a group of highly trained field men who constantly contact wholesale and retail outlets. These men show dealers how to use the power of broadcasting to move goods off their shelves; instruct and advise them in the best ways to tie-in with advertisers' programs; are the means of introducing and establishing advertisers'

products in new territories. This plan was pioneered by WLW and has been found to be the most effective means of bringing home to the dealer the true value of air advertising. The results that have been obtained for WLW advertisers are phenomenal. Let us tell you more about WLW and its operations in our free, 72-page portfolio. Send for it.

## THE CROSLEY RADIO CORPORATION

Powel Crosley, Jr., President

CINCINNATI



# Media and Agencies

## "Let's Stop Selling Equipment"

"They simply won't be sold any equipment now," reads the Sales Manager day after day.

H. W. Clarke, publishing director of McGraw-Hill's Mining Publications, agrees that industry has stopped buying equipment at least as such. "Therefore," says Mr. Clarke to the manufacturer, "Stop selling equipment." The truth is that industry is not buying equipment because it must meet current expenses. According to McGraw-Hill's sales philosophy of "Let's stop selling equipment," the existing industrial situation holds distinct creative sales potentials—if:

The manufacturer, in his sales approach, really makes the prospect's problems his concern, too;

The product is properly interpreted to the key men behind "spending" with factual evidence of how fast it will pay for itself.

The whole sales job is focused on building improved net profits for the customer instead of "getting an order."

In the two months since the McGraw-Hill Publishing Company started expounding this viewpoint, it has applied it with excellent results to the problems of its mining equipment readers. Though the booklet called "Let's Stop Selling Equipment" deals specifically with the situation in the mining industry, its problems so closely parallel that of other industries that any manufacturer would find it constructive. *Coal Age* will be glad to send it on request.

\* \* \*

## Is the Public Credulous?

If you're not on the mailing list for Batten, Barton, Durstine and Osborn's "The Wedge," an unimportant looking little pamphlet full of important ideas, you ought to be. Written in nice, narrative style, it's full of advertising anecdotes, business philosophy and sound sense. Here's a bit we liked: "When a woman is going to buy something, two forces are quarreling in her mind—desire, and fear of being gypped. . . . It is relatively easy to make people want things—in fact, latent desire for about everything exists in every normal mind. But confidence is something else. It is not putting it too strongly to say that until advertising has won the confidence of the public, it has accomplished nothing of permanent value."

\* \* \*

## Time Tackles Antiquity

If you liked *Time's* hour over the radio (by the way, *Time*, we want it back!) you'll get a grand kick out of *Time's* collection of historical events called "History as *Time* would have written it—49 B. C. to 1907 A. D."

Uncramped by limitations of current events, *Time* is in its finest fettle in the playground of world history from Old Man Ming to Old Lady Victoria. It's fun to read about antiquity in terse, modern, journalistic fashion, but fun wasn't *Time's* motive for turning out the series. With most of its subscribers men, the problem of measuring its popularity among intel-

ligent women was a little complicated. Knowing that a large proportion of Junior Leaguers are the wives and daughters of *Time* subscribers, it selected this group to test the extent of feminine reader interest. To Junior Leaguers throughout the country, therefore, *Time* submitted an offer to pay \$100 for each contribution to its historical series in *Time* style. More than eighty chapters of the League responded, and the collection is the result of the collaboration of *Time* editors and Junior League members.

\* \* \*

## Love's the Oil!

The Outdoor Advertising Agency of America has created for the Shell Petroleum Corporation of St. Louis a series of posters directed to the youth of the country. Doesn't "Made for Each Other" give an awful tug to the old heartstrings? Sentimental, perhaps, but all the hard-boiled advertising crowd recognize that there's no more powerful advertising appeal than emotion—whether the product is hair oil or motor oil. Suggesting the purchase of the combination of Shell products through the dramatization "Made for Each Other" is a doggone smart piece of advertising psychology. Made for Each Other will break on the boards of the middle western jobber territory and the Ohio Division in June and July—just around mating time. It's the third of a poster trio—"Pep a-Plenty"—shot in April and May, and "Safe Sure Shell" prepared for May and June.

## Wedding of the Media

The Cramer-Krasselt Company of Milwaukee has helped devise a scheme whereby its relations and those of its clients with both the newspapers and the radio remain unmarred by threat of infringement by one medium upon another. Its client, Strong, Carlisle & Hammon Co., territorial distributors of Norge Rollator refrigerators, is sponsoring a program which permits the radio period to be devoted to pure, unadulterated entertainment, with advertising in local newspapers carrying the tie-up and making the offers that are customarily part of the broadcast message. The single word of a commercial nature in the program tells the listener to see local newspapers for the Norge advertisement which will tell how, when and where the youngsters of the family may see the Marionette Show, where Nikki Norge, radio entertainer, may be seen in person. It is reported that every performance of the Marionette Show is attended by a capacity crowd, proving the effectiveness of the system. The intermissions are devoted to telling the assembled crowds of the merits of Norge Rollator Refrigeration. "The plan is working beyond expectation," says A. E. Bottenfield, sales director of the Norge Division, "and we anticipate another banner year for Norge, which, in rate of growth, outdistanced all competition last year." Thus do reports continue to prove the growing inter-dependence of two media long hostile toward each other.

## Made for each other



## Sabbath Service

Mandel Brothers, Chicago department store, is capitalizing on the convictions of its competitors that Sunday newspaper advertising is wasted because there is no buying until Monday. With advertisements running in the Sunday *Tribune*, *Times* and *Herald-Examiner*, as well as a Sunday radio broadcast, Mandel instituted a Sunday telephone service and took orders for twelve thousand dresses. And on Monday the store was packed.

\* \* \*

## Reynolds Guides "Eagle"

There's a new Chairman of the Board at the Brooklyn Daily *Eagle*. Ray Gunnison has given way to Charles S. Reynolds, recently with General Outdoor Advertising.

## Remind the Gentle Reader

"What was it I saw advertised in the *Digest* last week?" The Advertising Guide will tell you. The *Literary Digest's* advertising guide is a supplementary service to advertisers, consisting of a little booklet mailed regularly to new subscribers, old subscribers, and to buyers of their stocks and mail-order courses. The booklet contains the names and addresses of advertisers in all issues of the *Literary Digest* during the previous month, a short summary of the advertising message, and the issue and page on which it may be referred to.

\* \* \*

First in typographical excellence among 1476 newspapers, the Hartford *Courant* was awarded the Francis Wayland Ayer Cup on May 20.

## Rochester Residents May Pass \$6,000,000 Spending Objective

A total of \$2,500,000 for replacements, improvements and other purposes to stimulate local business and employment, of some \$6,000,000 pledged last December, was spent by Rochester citizens up to the middle of May, reports S. Park Harman, executive secretary of the city's "Spend While It Counts" campaign.

About \$1,000,000 worth of work is now in process of completion. "We believe that a final checkup, to be completed about August 1," Mr. Harman added, "will show a total of considerably more than the amount pledged."

The campaign was conceived by Libanus M. Todd, former president of the Todd Company, check protectographs. Its launching was described in this magazine December 19. At that time exactly \$6,026,351.96 in expenditures for needed work were pledged by 10,771 residents of Rochester and Monroe County.

A letter with reply postcard enclosed was sent April 1 to all who had pledged to spend more than \$100. Fifty-seven volunteer workers phoned those who did not reply. "An interesting factor," Mr. Harman pointed out, "is that reports received show an average increase in expenditures of 35 per cent over amounts pledged."

"We have been conducting a special drive for repairs, improvements and replacements around the home, which has included a series of advertisements; five columns by 18 inches, published in rotation in each of the three Rochester newspapers."

"The policy in the series has been to avoid almost all reference to unemployment, distress or bad times," Mr. Harman said, "and to emphasize present low prices of labor and materials and satisfaction and profit from keeping the home in good repair." The earlier advertisements were general—one being devoted to "this reckless prudence" of "quietly waiting for something to happen" and of "creating worse days" by inertia. The later advertisements concentrate on specific needs and industries, such as painting.

"During the newspaper campaign we mailed, with the cooperation of the telephone company, a reply postcard to the 58,000 telephone users in the city and suburbs, asking them to provide work by needed repairs and improvements and to check the types of services, merchants or workers they would need."

The late George Eastman was one of the participants.



THE chief advantage of speed along the airways is that it gives you an enormous margin of time. Extra hours! . . . extra days! . . . extra weeks perhaps! . . .

Of course it makes possible many more business contacts over a far greater area. But don't overlook the fact that it also makes it possible, on longer trips, to stop off en route to see a game, enjoy a brief visit with seldom seen friends or relatives, attend a convention or exposition, put in a day's fishing on some famous stream, play golf, or enjoy a swim . . . and still arrive at your destination before it would be possible if you stuck night and day to the hot and dusty earth!

American Airways, Inc., with 28,000,000 miles of successful flying experience, reaches 60 major American cities, and provides direct connections with every air mail and passenger route in the country.

Our Business Travel Planning Service will tell you how to plan a vacation trip as well as a business trip — or how to combine the two. Make inquiries now. Transportation may be procured through any Postal Telegraph and Western Union office, and from all leading hotels and travel agencies everywhere without extra charge.

# AMERICAN AIRWAYS, INC.



COAST TO COAST—CANADA TO THE GULF



# C o m m e n t

**B**USINESS AND BANKING: It is well enough to legislate and "Federal-Reserve" the banks into a position where they can loan money, but it is an entirely different proposition to change the individual banking state of mind quickly from one of liquidation and collection to one of credit expansion. It is equally difficult to supply banks with loaning opportunities which they would consider, under existing conditions, thoroughly sound and conservative. . . . Most of the bigger corporations either do not need to borrow or they represent risky loans. Relatively small business, on the other hand, has not been highly regarded by the banking world as a whole since the nation-wide stock boom when gigantic corporations with listed securities threw the human equation in small business and so-called closed corporations into relatively poorer standing. There is much current evidence, however, that relatively small business is recouping its operating position with greater rapidity than is big business, especially in fields where the capitalization of the larger concerns in the form of plant, machinery, equipment and inventory still stands excessively large.

**V**IVE INTEGRITY: The mass of the people who, in the last analysis, control the situation, are not as interested in efficiency as they are in employment; nor are they as desirous of making machines and automations out of men as they are in making *men* out of their sons. Moreover, and even more interesting, capitalists and "hot-shot" executives are not, as a class, hostile to this sentiment. All of us who live close to the center of big business *know* that the very scale of modern business has done much to drive joy out of life for all classes, even to the point of making "mad men" out of those wielding the greatest authority. The depression is, in fact, creating a new brotherhood of man between people in poverty and personages with opulence and power. We all want to be happy—and the last five years have taught all classes that nothing *impersonal* or non-spiritual can lead to real happiness. To be successful business must be *personal* and people must be inspired by religion of one type or another. That is the great lesson of the depression and the greatest challenge not only to big business in private hands, but also under governmental ownership. With few exceptions (and those not so lasting) concentration fails because it tends and often deliberately seeks to ignore the human equation. The question of the hour is this: will our bankers, legislators and industrialists be vital factors in restoring happiness and sound prosperity? Let's rally the credit resources of the nation behind men who

are really men in small as well as in large enterprises. Let's put the human equation on top of all so-called tangible assets. Only by so doing can we lay claim to being a great nation and a great people. Super-stupidity, super-greed and super-ego must be driven from the seats of power. Today all of us are paying the price of too much racketeering in government, in business, in finance and even in the practice of law. We must build a new and sounder foundation for our next era of prosperity. There must and shall be a new triumph of religious faith, of courage, and of human integrity in all walks of life.

**P**ARADOX OR WORSE? Only a short time ago—a period measured by months, not years—there was a great hue and cry from economists and bankers about the dangers of irrational distribution of the world's gold supply. Concentration of so much "yellow metal" in the United States was depicted as a trend fraught with serious dangers to the economic life of the world at large and America in particular. This viewpoint was in fact nearly *unanimous*. But now that gold withdrawals have become greater than gold imports, what do we hear? The *same* people are now talking about raids on the American dollar and the danger to our credit structure through depletions in our gold supply. The paradox is certainly beyond the comprehension of ordinary intelligence. If economists and bankers were right in their earlier pronouncements, *certainly it is a highly favorable sign that we are now exporting gold*. . . . The same kind of illogical stupidity has made itself manifest before. Why did economists and financial leaders fail to stress the dangers of inflation when we were inflated? Why do they now stress the dangers of inflation at a time when we are *deflated* almost to the breaking point? When will rhyme and reason supplant dogma and static theory? When will vision which deals with the current solution of current problems replace the kind of expediency that waits for events to make their own history? Can we really wonder at the widespread lack of faith in those financiers and economists who have been from six months to two years late finding out what is going on and what is scheduled to happen in the relatively near future? There is plenty of vision in the United States and there is plenty of virile leadership—but unfortunately it is largely smothered by the more widely publicized doctrines of reactionary minds whose thinking machinery some High Power forgot to wind up. The United States needs cheaper money.

Ray Bill



## “Stay-at homes” are missing the greatest travel values ever known!

**“GO PLACES...AND DO THINGS”**  
... is particularly timely advice just now. As the wheels of Travel start turning the wheels of Commerce will start earning. If you harbor a secret feeling that you must account to your Budget-maker you can do so now with a conscience-clear explanation that you are restoring prosperity ... and traveling for about one-half the usual tariff.

Travel steps to the bargain counter ... with no shopworn goods. Even the shortest little weekend journey offers the lure of brand new adventure ... relief from your usual routine ... new pleasures ... new thrills.

Inevitably ... Chicago will be scheduled as a special stopping place on any well planned travel trip. Then it will be to your advantage to

**T**RANSPORTATION costs are down ... Entertainment costs are down ... Hotel costs are down ... dollars invested in travel now will pay you dividends the rest of your life.

remember that THE BLACKSTONE has recognized the new economic trend in two important ways. First ... adjusted rates bring the cost of a pleasant stay at THE BLACKSTONE to the same level as living well at home. Second ... there has been no restriction in service standards.

On the contrary ... even casual observation will reveal

that now as always we continue to place first emphasis on a personalized character of service which ministers grandly to the comfort of each guest. Our valets continue to adjust buttons without special request. Our laundry handles your linens with respect. Our housekeeper searches for dust with white tipped gloves. Our porters attend to luggage with accuracy and dispatch. Our decorators and refinishers are busily engaged in keeping THE BLACKSTONE perennially young. Our marketeers and chefs continue to add new laurels to their reputation for a cuisine supremel

In brief ... measured by Service Value there is more reason than ever why you should enjoy the pleasant experience of stopping at THE BLACKSTONE!

On beautiful Michigan Boulevard overlooking the Lake ... away from the disturbance of the Loop ... yet conveniently close.

Rates now begin at  
**4<sup>00</sup>**  
a day  
for a room with  
bath. Lunch in the  
Grill \$1.00. The  
dinner is \$1.50



# THE BLACKSTONE

CHICAGO •

# Association of National Advertisers Favors Sales Tax

(Continued from page 237)

Stockton Buzby, vice-president in charge of sales of the Procter & Gamble Company, closed the morning session with "Sales Planning That Prevents Factory Shutdown." He outlined in considerable detail the program which his company has developed over a period of many years; whereby peaks and valleys have been largely eliminated at the consumption end and, therefore, at the production end, and how by working a close and effective liaison between sales and production employment has been stabilized to a degree which has been attained by very few, if any other, companies.

At the luncheon session, presided over by Bernard Lichtenberg of the Alexander Hamilton Institute, and chairman of the executive committee, A.N.A., the only speaker was Floyd Parsons. He reviewed many interesting examples of "Business Opportunities Now in the Making." Among other things, he said:

"Thirty thousand people in the United States every year go crazy with what they call dementia præcox, a form of insanity. Most of these men and women, or a large part of them, are business men, executives, not the laboring class but executives. There has never been any cure for this. They found recently in one hospital by taking six of them and following out certain lines of research, if they take these men and put them in a room where the atmosphere is 85 per cent oxygen and 15 per cent carbon dioxide it seems to lift the veil off their minds. This is something that is still in the experimental stage. I have not talked about much that is in that stage. But out of those six men in one hospital I know four of them seemed to be entirely well. Never before in the history of medicine has there been any cure for dementia præcox."

At the semi-annual banquet Friday night, Lee H. Bristol presided. A welcome talk was given by the Honorable Russell Wilson, Mayor of Cincinnati. He was followed by C. F. Kettering, president of General Motors Research Corporation and vice-president of General Motors Corporation, who took as his subject, "Seeing the Need Before the Public Does." Mr. Kettering in the course of his address said:

"The depression is man-made, and

the seat of the evil is the human mind; it will last until we can develop something which will penetrate the ossified human minds which have become almost impregnable to the assault of new ideas.

"Our minds are formula dead. We have become so used to reducing the principles of life and of business to a formula that we have concluded, apparently, that the millennium has been reached and all that remains to be done is produce and sell in steadily increasing numbers the most desirable things which we have at hand.

"We must go back to a system of reasoning where we make a study of facts before we build up our formulas.

"Nature, as in the beginning, is still trying to fulfill its function of growth. Everyone cannot make the same thing in the same way and sell it for a profit. We must recognize the importance of monotony as a hazard to progress.

"We are emerging from a period of development in which we lost sight of the fact that as we go ahead new needs and new wants of the people come into being.

"We have standardized minds and classified patterns of thinking. In so doing we have overlooked the fact that we cannot do things in the same old way forever.

"We have business well card-indexed, executive offices finely furnished with desirable period furniture, three telephones at hand with which we formerly called up the stock exchange, and several secretaries available to keep our hands away from our jobs and to tell us how good we are in our respective fields of endeavor.

"And we don't want to exchange this set-up because it will necessitate changing the desks around and getting rid of a few of the secretaries. But executives must get their hands back on their jobs. They must roll up their sleeves and actually run the machinery. They must cut this barrier of isolation which has heretofore, for the past few years, removed them from finger-tip control of the big organizations which they headed and with whose principles of operation they have been supposed to be entirely familiar."

The banquet entertainment was furnished by the Crosley Radio Corporation, owner of Station WLW. The Saturday morning session, presided

over by W. A. Grove, of the Edison General Electric Appliance Company, Inc., and vice-president of A.N.A., had three speakers. Mrs. Dorothy B. Walsh, merchandise manager of Mabley & Carew Company, local department store, discussed "How Advertising Can Sell Goods in the Present Market." Charles R. Hook, president of American Rolling Mill Company, discussed "How a Modifying of Government Restrictions on Business Laws Would Help to Restore Profitable Marketing." He did not argue for revision of the anti-trust laws so that corporations of a more dominant size could be formed, but he did argue for an unshackling of the restrictions imposed by the anti-trust laws whereby business has been prevented from working cooperatively along those lines which are probably in the public interest. Among other things he said:

"In many respects the anti-trust legislation has actually been detrimental to the interests of the consumer. It has encouraged wastes and duplication, which ultimately increases consumer costs.

"There is pressing need for unification rather than unbridled competition. No one today would be willing to condone a monopoly of any sort, but I do believe that the public is not opposed to consolidations which ultimately will serve to stabilize employment and reduce the costs of manufacturing and distribution, which the consumer must pay.

"By 'consolidation' I mean a merger of effort within each branch of industry for intelligent, effective co-operation."

Harry Tipper, consultant and former president of A.N.A., closed the morning session with a talk, "The Other Side of Business." He said, in part:

"As long as we are short-sighted, deflation is the corrective which will be applied to correct the evils of competition which is carried to extremes without proper consideration being given to necessities of cooperation.

"The individualistic theory of business which bends every effort to obtaining of advantages over rivals must be replaced by a system of co-operation with the object in view of making industry more useful to the consumer."

The meeting represented the first at which Paul B. West was active as managing director and secretary-treasurer of A.N.A. It was certainly an excellent convention program and was carried through in a spirit of serious interest.

# Cannon Finds Big Retailers Hungry for Sales Training Aid

(Continued from page 242)

we come to suggestions to salespeople on "How to Double Your Towel Sales: Suggest Bath-mats and Wash-cloths to Customers." (Note the intelligent appeal to the *selfish* interest of the salesperson.)

"Miss A. and Miss B. work in the same towel department. Every day Miss B.'s sales are double those of Miss A. Miss B. suggests bath-mats and wash-cloths to every towel customer."

Sample sales talks between Miss B. and her customers are given in enlightening detail:

"Miss B. (holding customer's blue towels over her arm): 'Here are wash-cloths and a bath-mat to match your towels. They're just the same pattern, and I thought you'd like to see how attractive they look together. They make a lovely set for your bathroom.' Customer: 'Why they do! I hadn't thought about wash-cloths or a bath-mat.' P. S.: Sales check was \$3.45 instead of the \$1.50 it would have been if Miss B. hadn't produced the accessory items."

"When you do this, remember, don't say: 'Would you like to see wash-cloths and a bath-mat?' Bring them out *without asking*."

Another stunt Cannon's representative has devised for increasing the sales of Cannon towels is that of herself finding, and having the salesgirls find, new uses for towels. A recent issue of *Cannon Shots* showed bath towels used as bathroom curtains, hot water bottle covers, child's double feeding apron, bathroom bag, three towels made into a beach robe, a beach cap, bag and pillow, etc.

The interest of salespersons in the "new use" idea was enlisted by the offer of two dollars for each good idea accepted.

Cannon Mills found buyers, sales training directors, merchandise managers and personnel heads extraordinarily receptive to their retail sales training plan. To a large extent sales training directors are primarily educators, and only secondarily merchandisers, which accounts for their eagerness to avail themselves of intelligent merchandising helps from manufacturers.

The following quotations from letters addressed to Cannon Mills by some of the country's leading department stores are an indication of how sincerely appreciative they are of

manufacturers' cooperation:

From Gimbel Brothers, New York:

"I find *Cannon Shots* both interesting and helpful. It is an excellent supplement to the work already planned for the linen department."

"I would appreciate very much having you send twenty copies of forthcoming issues. I am sure they will be of material assistance in department meetings, as they are excellently planned to cover the essential problems of salesmanship. Thank you for your cooperation."

From L. S. Donaldson Company, Inc., Minneapolis:

"We have received a copy of the first edition of *Cannon Shots* and like it very much. In order to make it of permanent value, we mount it on manila looseleaf sheets for our Linen Manual, and therefore would like two copies of each issue, since there is printing on both sides of each page. Thank you."

From Cleland Simpson Company, Scranton, Pennsylvania:

"With reference to the *Cannon Shots*, wish to say we are very glad to have this, and would appreciate your placing our name on your mailing list so we may receive all future issues."

"We have already had some very good results from the suggestions, and feel sure it will be most helpful to all salespeople in the department."

From Niagara Dry Goods Company, Inc., Niagara Falls, New York:

"I want to congratulate you on *Cannon Shots*. I believe that you will find it worth while to continue bringing out such articles on increasing volume in towel sales. There is altogether too much attention paid to price and it is time that salespeople were educated to talk quality."

From J. B. Sheppard & Sons, Inc., Philadelphia, Pennsylvania:

"I think your idea in making available for merchants' use this educational publication is an excellent one and we appreciate and fully subscribe to the idea."

"It is my opinion that any manufacturer who exerts efforts in the direction of helping in the sales of his products is bound to create good will in the merchant's mind and automatically profit himself. I would like very much to receive this publication in quantities of 15 whenever it comes out."

## Two Cents Each... but not for long

... because there are only a few left of each of the following page reprints from SALES MANAGEMENT:

"The Greatest Sport in the World"

"They Called Him 'The Butcher'"

"Jobs"

"Just How Dumb Was J. C. Penney?"

"It's the Next Shot That Counts"

"There's Money in Doorbells"

"The Snare of Competitive Prices"

"Set Your Own Goal"

"How a President Talks to His Salesmen"

These are all pithy, pointed messages designed for mailings to salesmen.



... Here's an opportunity to purchase the popular series from SALES MANAGEMENT, reprinted in booklet form:

"TIP-TOP SALESMEN I HAVE MET"

by Ray Comyns

Single copies 25 cents; in quantities of 50 or more at 20 cents a copy.

Also available at three cents each, reprints of

"HAS INDUSTRY GONE PRICE CRAZY?"

by C. D. Garretson



Please forward your remittance to

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NEW YORK





## Tips

These most valuable booklets of the month will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

### Markets and Media

*Sales Building Through New Methods.* "Why is it that some businesses are able to make money during the depression when so many others find it difficult to stay out of the red?" In this survey of the situation, John Allen Murphy, marketing counsel with the G. M. Basford Company, presents the results of his analytical observations of the methods of hundreds of companies. For the most part, says Mr. Murphy, the companies which have successfully adjusted themselves to present conditions have done so through the introduction of new products, the use of new selling methods, or the effecting of fundamental changes in the basis of the business. The rest of the discussion is concerned with how to determine whether your business is a candidate for one, two or all three of these steps, and gives case histories of concerns which have subjected themselves to the Murphy method of analysis.

*New Sales in Old Markets.* The third of a series of booklets directed to the sales executive, and issued by Trade-Ways, Inc. This one presents sketches of the case histories of a couple of typical companies convinced that their markets had reached the saturation point of sales. How Trade-Ways approached their problems and unearthed facts which increased sales 67 per cent in one case, not by cultivating new markets, but by intelligently working the established ones, might provide the clue to the solution of many a manufacturer's difficulties.

*Facts and Figures of the Live Stock Field.* Manufacturers dependent upon the agricultural sections for their revenue will be interested in this analysis of the relative economic standing of various types of farmers. It includes tables on sources of cash farm income, meat production and consumption in 1930 and 1931 (did you know they were both up in 1931?), comparisons of live stock farmer acreage against average farm acreage, figures on live stock trucking, and facts about circulation, editorial appeal, comparative advertising rates, advertising lineage, etc.

### Product Materials

*Industry's Lightest Structural Metal.* There are innumerable instances where lighter weight in manufactured products results in remarkable improvements in performance and efficiency, and increased salability. If dead weight in your product is a sales hazard and a transportation liability, you'll be interested in the paragraphs telling how the automotive, aviation, tool, household appliance and other industries are lessening sales resistance with the use of light metals. Issued by the Dow Chemical Company.

## 100

### Sound Plans for Training Salesmen

SALES MANAGEMENT has recently compiled a new bibliography of articles on hiring and training salesmen, which will be sent without charge to any subscriber. It covers feature and news articles published in Sales Man-

agement since January, 1930. Similar bibliographies, together with lists of sources of supply for various materials and services, have been compiled on the following subjects:—

- 1—Sales Contests that Rang the Bell.
- 2—Compensation Plans for Salesmen.
- 3—Sales Films—How They Build Business.
- 4—Efficient Sales Tools—Kits, Manuals, Portfolios, etc.

Address: Readers' Service Bureau

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Single rooms \$4.00 and up  
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The  
WILLARD

Frank S. Hight  
President





## Bright Spot Cities

(Continued from page 245)

and size of crops, Henry Ford in production and out of production, etc., etc.

**Percentage of Normal.** The number opposite each city and under each month shows the level of business activity as compared with the same month in the 1926-28 average. Seasonal fluctuations are removed by making the comparison with a corresponding month, but no attempt has been made to adjust for lowered commodity prices or for population changes.

**Relative Standing Index.** This shows the business activity level in each city compared with the nation as a whole—both of course being compared with the normal. Example: a city is running 70 per cent of normal. The nation as a whole may be at the 60 per cent level. The individual city's level of activity is 10/60ths, or 16 2/3 per cent better than the nation. Expressed as an index number it is 117. Expressed in another way, that city is now getting a larger percentage of the total business.

### Suggested Uses:

Setting sales quotas  
Determining sales potentials  
Making advertising appropriations  
Picking test markets  
Pointing out best opportunities to salesmen.

The figures as they stand can be used for these purposes, but they become doubly valuable when used in conjunction with SALES MANAGEMENT's estimates of Spendable Money Income, published October 30, 1931, or with retail or industrial sales figures compiled by the Census of Distribution. Our figures show the drop from normal. The other data shows in dollars and cents what the purchasing power was in the past. By multiplying the figure under "Percentage of Normal" on this page against either of the other factors the subscriber will get a result which we believe will be approximately accurate as a present-day estimate of Spendable Money Income or Retail Sales.

Bank debits figures similar to those printed herewith are available for several hundred cities—a much longer list than SALES MANAGEMENT can undertake to print each month. Readers interested in the complete list on mimeographed sheets are invited to write to the editors for prices and other information.

The sheets would be available approximately ten days prior to publication of the "Bright Spots" list in the magazine.

## Coca-Cola Tells Stores How to Capitalize on Soda-Fountain Lure

Coca-Cola Company, Atlanta—with the cooperation of Liquid Carbonic Corporation, *Drug Topics*, *Soda Fountain* and *Chain Store Age*—has set out to prove to the nation's drug stores that there is more truth than poetry in the story of the pharmaceutical student who failed to pass his examinations because he did not know how to make sandwiches.

The druggist must be a good mixer, too.

With data from the St. Louis drug store survey (SM, May 1) as a starter, the group employed A. C. Nilsen Company, Chicago, a research organization, to carry out a nation-wide study of the importance of the soda fountain in the drug store's business, following methods used by the Department of Commerce in St. Louis. New England, the Middle West, the South, the Far West were covered. The en-

larged study showed that:

Seventy per cent of the people who enter an average drug store buy at the soda fountain;

Only 16 per cent of this 70 buy at other departments;

29.3 per cent of the drug store's total are made at the soda fountain, but

48.8 per cent of sales at the soda fountain are gross profit, and

The ten years' average net profit at the soda fountain amounts to 3.7 per cent of the original investment in soda fountain equipment.

A preliminary telegram announcing the survey is being sent to 107,000 soda fountains throughout the United States. Four-page broadsides in colors, presenting the findings in detail, will follow. They will contain suggestions as to how drug stores can render their soda fountains even more profitable.

Complete results of the survey are contained in a book, "7 of Every 10," now being printed, and in a talking picture of the same title, being shown by Coca-Cola representatives to soda fountain operators.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display  
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### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-two years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### SALESMEN WANTED

WANTED—BANK SALESMEN FOR THE famous FLAT LAY ROLL RING BINDER, also a full line of Pass Books and Check Covers for banks. The Pass Book and Check Cover Company, 232 Broadway, Denver, Colorado.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

### POSITION WANTED

EXCEPTIONAL SALESMAN AVAILABLE FOR district manager or director of sales. A man 35

years of age, sales and advertising experience, but mainly general business experience, is available to a concern who is desirous of making their product the outstanding one in its field. This man has the constructive imagination and the tenacity of purpose that should bring about results that count to one who wishes his business to be run for profit. This man is familiar with best modern practice of business management particularly as to sales; has a keen sense of sales promotion in accordance with the best ethics and thoroughly understands the value in using common sense. He has the knack of making friends and contacts that are important for a successful business, building good will and producing new business. This man has been in the front rank of salesmen and he will probably be more often working in the field with his men than at his desk. His judgment of men is good and he possesses to a high degree the faculty of inspiring and training men. This 200 pound, five foot ten man is on his toes, a constructive fighter for present and new business. He has a general business background of unusual breadth. Of American ancestry; Christian and married. A-1 references and reputation. Will give present employer for reference. Address Box 342, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THIS MAN, 36, WITH SUCCESSFUL RECORD, can act as sales promotion or assistant sales manager and bring a new viewpoint to some organization's sales work. Experience in:

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